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RELATIONSHIP BETWEEN ISLAMIC HUMAN RESOURCE  
PRACTICES, SUPERVISORY SUPPORTS AND ISLAMIC WORK ETHICS  
(IWE) ON EMPLOYEE RETENTION

BY

NUR YUSRA AFIFAH BINTI NASHARUDIN



UUM  
Universiti Utara Malaysia

**Research Paper Submitted to the  
Othman Yeop Abdullah Graduate School of Business,  
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Studies**



Pusat Pengajian Perniagaan Islam  
ISLAMIC BUSINESS SCHOOL  
كلية إدارة الأعمال الإسلامية  
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Calon untuk Ijazah Sarjana  
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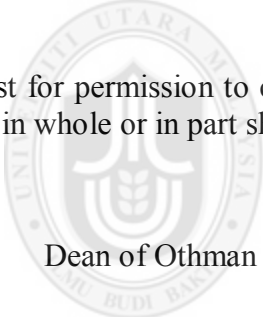
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## ABSTRACT

In recent year, the management of human resource (HR) is increasingly widespread among organization in Malaysia. Started in 1980, the influences of Islam on human resource management (HRM) practices in Malaysia with introduce Islamic value in the organization (Junaidah, 2010). This study relationship between Islamic HR practices, supervisory support and Islamic work ethic on employee retention among employees at education department of Kedah (JPNK). In this cross-sectional study, three independent variables in HRM practices namely Islamic HR practices, supervisory support and Islamic work ethic were tested against employee retention. 180 respondents participated in this study from employees in JPNK. The methodology for this research are used questionnaire and quantitative of research design. The results analyzed by using a statistical tool and use the SPSS software version 22. The determination of this research is to know the relationship between Islamic HR practices, supervisory support and Islamic work ethic in according to the Islamic approaches with compliance to al-Quran and al-Sunnah.

**Keywords:** Employee retention, Islamic HR practices, supervisory support, Islamic work ethic

## ABSTRAK

Pada tahun kebelakangan ini, pengurusan sumber manusia (HRM) semakin meluas di kalangan organisasi di Malaysia. Bermula pada tahun 1980, pengaruh Islam terhadap pengurusan sumber manusia (HRM) di Malaysia dengan memperkenalkan nilai Islam dalam organisasi (Junaidah, 2010). Hubungan kajian ini antara amalan HR Islam, sokongan penyeliaan dan etika kerja Islam terhadap pengekalan pekerja di kalangan pekerja di Jabatan Pendidikan Kedah (JPNK). Dalam kajian keratan rentas ini, tiga pemboleh ubah bebas dalam amalan HRM iaitu amalan Islam sumber manusia, sokongan penyeliaan dan etika kerja Islam telah diuji terhadap pengekalan pekerja. 180 responden mengambil bahagian dalam kajian ini daripada pekerja di JPNK. Metodologi untuk kajian ini digunakan soal selidik dan kuantitatif reka bentuk penyelidikan. Hasilnya dianalisis dengan menggunakan alat statistik dan menggunakan perisian SPSS versi 22. Penentuan penyelidikan ini adalah untuk mengetahui hubungan antara amalan HR Islam, sokongan penyeliaan dan etika kerja Islam mengikut pendekatan Islam dengan kepatuhan kepada al-Quran dan al-Sunnah.

**Kata kunci:** Pengekalan pekerja, Amalan Islam sumber manusia, sokongan penyeliaan dan Etika kerja Islam.

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

In the Name of Allah, the most Gracious, the most Merciful, say:

*'Truly, my prayer and my service of sacrifice, my life and my death, are (all) for Allah, the Cherisher of the worlds.'* (Qur'an 6:162).

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Nur Yusra Afifah Binti Nasharudin  
Universiti Utara Malaysia (UUM)  
Master in Islamic Business Studies  
Islamic Business School  
College of Business

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## **LIST OF ABBREVIATIONS**

<b>ANOVA</b>	Analysis of Variance
<b>DV</b>	Dependent Variable
<b>IBS</b>	Islamic Business School
<b>IV</b>	Independent Variable
<b>IWE</b>	Islamic Work Ethic
<b>HR</b>	Human Resource
<b>HRM</b>	Human Resources Management
<b>JPNK</b>	Jabatan Pendidikan Negeri Kedah
<b>LA</b>	Letter of Administration
<b>UUM</b>	Universiti Utara Malaysia

# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

This chapter study about employee retention among the employees in Education Department of Kedah (JPNK). The researcher shows about the background of the study and explain an overview of the contents in this study. The objective for this research to analyze about the relationship between Islamic human resource practices, supervisory support and Islamic work ethic on employee retention among employees in Education Department of Kedah (JPNK). Then, the research questions are addressed in this chapter to show the problem statement that related. Plus, the research problem, research objectives, significance, scope and the limitation of the study are stated in this chapter and ends with the organization of this research report.

The religion of Islam is a complete (*syumul*) in the journey's life to balancing the work and worship (*ibadah*). Allah already mentions in the Al-Quran that people (Muslim or Non-Muslim) were created to worship (*ibadah*) Him. Every single human issues is empowered by Allah S.W.T. on that lesson include all part in life. A good Muslim (man) must totally *taqwa* and surrender to Him. The Al-Quran evidences it in this Surah al- An'am:

*Say, "Indeed, my prayer, my rites of sacrifice, my living and my dying are for Allah, Lord of the worlds (162). No partner has He. And this I have been commanded and I am the first [among you] of the Muslims."*

(The Quran, 6:162-163)

## **1.2 Background of the Study**

The most critical issues that are facing in any the organization as a result are lack of employee skills, employee turnover and development to the economy. The organization should hire or recruit a right person based on talent them applied. A total of 207 graduates of the Graduate Career Accelerated Program (GCAP) graduate receive their certificate today in ceremony held to celebrate their success completing a government-sponsored training program.

This program aims to improve the marketability and prepare graduates into the workforce, especially the service industry that are organized by Talent Corp, 2013. Talent Corp's key strategy is to optimize the talent and capabilities especially graduates of Malaysians. Then, organization should give serious attention on this problem (Talent Corp, 2013). According to (Olivia Ruran, 2017), employee is a tool that helps the organization succeed and has a high impact in achieving organizational objectives.

The key factor in determining of employee retention to success and effectiveness of an organization are who need the focus of every organization as it is an important element that has been identified as an important issue. Retention of workers is a strong will to remain in an organization (Arshad, 2013). Therefore, retention is an initiative by organization to keep employees from not resigning from their current position (Kyndt, 2009). The organization must give the reward for those employees that are effectively and honest to their task and applied with Islamic value as Muslim (Junaidah, 2009). The



longer employees stay with the organization giving more impact to success and positive vibes to others (Arshad, 2013).

Human resources management (HRM) always been a priority and main process of managing and administering organization's human resources needs to make sure the strategic of objectives are satisfaction. The teams for human resources management involving all people who are participate in the activities. Currently, there are some comp- any are the influence of relate with religion in human resource management is included in the regulations and rules also, which ruling the relation between employee and organization (Junaidah, 2010).

Islamic human resource management (IHRM) is an important role to be practiced in the organizations where it helps to improve the ability of the people to achieve organizational goals or objectives. Islam can be defined as a religion that was produces exclusive personality for an individuals and different culture of many people (Metle, 2002). Then, in the Al-Quran (2; 62, are translated by Ali, 1987) stressed on honesty and justice in every each trading or dealing in any transaction by society or employee. Plus, supervisors should provide support workers and appropriate conditions to employees to obtain the desired performance evaluation results (Eisenberger, 2002).

The Islamic work ethic is a conception of performing the behavior and attitude that is based on the Islamic knowledge and teaching as a principle of Shariah by that employee (Ali, 1992). According to Cherington, (1980) mention the work ethics is a responsible to every individual as a traditional norm for the work they are settle based on the accountable.

The researcher focus more to the Islamic human resource practices as a main functions based on primary sources Al-Quran and Hadith (or Sunnah by The Prophet Muhammad ﷺ ). There are many in the Al-Quran verses that highlighting on Islam and HR, Allah SWT impulses Muslim to establish a good interaction among them. The requirement is stated in the Al-Quran;

*“Allah (ﷻ ) doth command you to concentrate back your trust to those to whom they are due; and when you judge between man and man, that you judge with justice; verily how excellent is the teaching is the teaching which He gives you! For Allah (ﷻ ) is He who heareth and seeth all things”*

(The Quran, 4:58)

Based on the statement from Al-Quran above, stated are relate with trust that the man and woman should to advocate the trusts and the (*amanah*) responsibilities that are presented upon them. The position of trust including to managers in company, leaders in organization, the person who decision makers and householders which husband and wife to applied in their duties in the right ways.

The Al-Quran showing the potential for all that human has acquired and only advances by Allah SWT. That favors show a gift of Allah to people who are incredible and not found by other creatures. A Muslim worker who perceives their religious compulsions would reflect them being a commitment person towards their earthly duties as he is responsible towards Allah and His commands.

*in Faith? For Allah (الله) did take Abraham for a friend”. “Who can be better in religion than one who submits his whole self to Allah (الله), does good and follows the way of Abraham the true*

(The Quran, 4:12)

Referring to the previous study, the Al-Quran stated should belief in Allah S.W.T about the humility; the good communications and the continuation of good deeds are the basis of acceptable morals (Abdurezak, 2011). Hence, the Al-Quran mention about the best and the good person who advocates these basic of moral and tell the others to implement or practices that values.

In the modern age, Islamic work ethics are very important towards Muslim scholars and it is part of Islamic teaching which is giving the benefits to next generation. There are many type of work are classified by the Prophet Muhammad ﷺ , into the eleven branch, that are practicing lawful of business, the important of earning wealth, quality of work, self-dependent, monopoly, bribery, deeds and intention, transparency, greed and kindness. They said the Prophet Muhammad ﷺ it and in a clear manner taught and trained the followers that good work is that which advantages others in the society.

### **1.3 Problem Statement**

In 1980, Malaysia has emphasized human resource (HR) with Islamic values as a matter of interest and discipline to management. Furthermore, it is given a deeper understanding of human resource and management in each organization to achieve the objectives and

targets that have been planned in strategic implementation (Junaidah, 2009). Human resource policies and strategies need to be developed by organizations involving the recruitment & selection of candidates, training & development of employees, and performance management of employees to maintain principles and disciplines in labor and management relations. Though, some human resource groups are only formulating and building a skeleton policy aimed at addressing the problems or constraints encountered in the organization (Oakland, 2001).

Employees in the public services are the important part to administration of country. Based on the administration of country that group is responsible for This group is responsible for make sure the implementation of several policies and should developing the programs as realization referring to the implementation, the employees in the sector of public, especially in JPNK, have two role not only as an organization's assets but also as the aspiration for government to develop the progressive country. Furthermore, JPNK declare as one a main of drivers in developing a systematic education system for young people for the future. Therefore, the base of national development not only just has part of public sector but they also have the mission and vision for government field.

The study of employee retention to the organization is not new. Past studies such as (Varona, 1996; Barrows and Wesson, 2001 and Culverson, 2002) relate the level of employee retention with various causal factors. In fact, (Razali, 1993 and Jaye, 1999) study specifically addressed the lack of employee intention in the Malaysian public sector. Employee behaviors and attitudes provided by employees demonstrate their perceptions of performance and action on management.

The organization's duty of retaining employees is a challenge at all levels and sectors to have a loyal worker and a workforce safeguarded. Then, if supervisors can detect the shortage of their employees, then a detailed plan should be made to rectify this situation. Given the same emphasis on the future and the past, workers are not found of responding to the achievement feedback.

Evaluation processes can motivate workers to fix their weaknesses. According by (Muhammad Abdul Rauf, 2011) stated work as "any type of people activities; physical or mental, tangible or intangible, spiritual or mental, positive or negative. It can also be voluntary or involuntary."

Organizations can reduce the basic problem if all their employees committed on retention and have great ethics and avoid to the wrong way by collecting treasure and wealth based on Islamic guidelines. Islam did not separate the work religion but it is regarded as a good act rewarded with the reward of Allah S.W.T. The public sector often faces problems that tend to employees and HRM who offer quality rewards to work in other sectors better (Razali, 1993). The fact that rewards, benefits and privileges offered in the private sector are more favorable than public sector offerings are not something new. The effort to keep employees as important asset whose value is constantly growing over the time is very important thing for the organization.

## 1.4 Research Questions

This research questions were established from the problem statement that existed and the employee retention. The research questions of this study would be *“What significant of relationship on employee retention in the organization?” Specifically,*

1. What are the relationships between employee retention and Islamic human resource?
2. To what extent does employee retention related to supervisory support?
3. To what extent employee retention related to Islamic work ethic?
4. The most influences variable on employee retention?

## 1.5 Research Objectives

Generally, research objectives aim to determine the relationship of Islamic HR practices, supervisory support and Islamic work ethic on employee retention. Hence, the research questions as above for answering the question, there are following research objectives were formulated:

1. To investigate the relationship between Islamic HR practices and employee retention.
2. To determine the relationship between supervisory support and employee retention.
3. To examine the relationship between Islamic work ethics and employee retention.
4. To observe which variables most influences relationship on employee retention.

## **1.6 Significance of the Study**

To date, a study of employee retention has been conducted to determine the relationship of Islamic HR practices, supervisory support and Islamic work ethics in organization. Most researchers only focus the effectiveness function of human resource or how to develop the practices of human resources to their organization for attract them.

This research is to make sure that terms of the Islamic values are exists practicing following the Islamic rules and guidelines to manage HR practices in imperative to retention the workers and to achieve the goal of organization that follow the *shariah* law. Less attention to looking at employee retention factors in HR and the impact on retention of such workers.

Therefore, likely findings from this study will have significant implications not just for Education Department of Kedah (JPNK), but also for another department that are facing the same problem of intention for employee to stay. Some of the popular researchers from previous studies that applied qualitative and quantitative approaches are Abbas.Ali (2008), Zackiy Fathaniy (2011), and Nik Ab. Rahman (2010). Besides, the findings influence also help the human resource (HR) policy makers consider to diffuse and implement Islamic added value in HRM policies.

## **1.7 Scope and limitation of the research**

The research is give attention and focus to the relationship between Islamic HR practices, supervisory support and Islamic work ethic on employee retention in this organization.

The sample for this research was recruited an employee from Education Department of Kedah (JPNK) that was involving 180 professional workers in this organization participated as respondent in this research. The departments of government already choose because it is have higher leaning to appliance the Islamic value in the Islamic HR practices and Islamic work ethics.

## **1.8 Definition of Key Terms**

### **1.8.1 Employee retention**

Employee can be defined is an individual who does any work under a contractual service with an employee end is paid at a rate of salary. Besides that, an individual who has a wage rate at a rate set by the agency are in charges with their specific job. Employees looking voluntarily to make a change want to continue their career with a company that offers promotion and development opportunities, a collegial work environment and a leadership team that's openly appreciative of its human capital (Mayhew, 2017).

Retention means a strong will remain a worker in organization. Employees have an intrinsic need for respect, motivation and challenging work, which are compelling reasons for seeking employment elsewhere. Employers who consider compensation as part of the strategy for employee retention are headed in the right direction, but are looking at just one half of the equation. Previous research has identified several factors that have an influence on employee retention. A first important indicator of employee retention is their organizational commitment (Curtis and Wright 2001).



### **1.8.2 Islamic HR practices**

Organizations should develop human resource policies and strategies, including selection and recruitment, training and development, and performance management, that reflect their beliefs and principles as well as maintaining acceptable relationships between management and employees. However, some human resource departments merely devise policies that deal with current problems or requirements (Delery & Doty, 1996; Jackson & Schuler, 1995; Oakland & Oakland, 2001).

According to Seidu (2006) Islamic values are equally significant with human being's need for prosperity and happiness in all affairs of life while we must affirm our promise to build organizations that aspire to Islamic perspective of human resource management (HRM). Islamic HRM suggests that employees are not just a servant, they are valuable assets, and they should be considered as a source of powerful and dynamic workforce assets (Beekun, 1997). Indeed, Islamic HRM practices emphasizes on the development of employee's individual skills, abilities, attitudes and job knowledge to contribute for accomplishing organizational objectives (Ali, 2005). Islamic HRM believes that individual to identify his or her strengths and make full use of them. The concept of Islamic HRM aims at understanding the needs and hopes of employees in a better way.

### **1.8.3 Supervisory support**

Supervisor support refers as the supervisors behave in helping their employees to demonstrate the skills, knowledge, and attitudes collect from the training program (Rhoades & Eisenberger, 2002). According to Bhatti et al. (2013), supervisor plays

important roles in training effectiveness. Without getting support from the supervisor, the transfer of training process cannot be successful. This is because the employee will tend to lost focus when they are not monitor or supervise. It is said to be one of the most powerful tools in enhancing transfer of training and supported by numerous studies.

Then, neglect their roles as supervisor that should support their employees in training activities. Another concerning attributes, why sometimes the supervisor is reluctant to give support to their employees is, most of the time they only give negative feedback to their employees rather than positive feedback.

#### **1.8.4 Islamic work ethics**

The Islamic work ethics (IWE) is an orientation that shapes and influences the involvement and participation of believers in the workplace. It implies that work is a virtue in light of a person's needs, and is a necessity for establishing equilibrium in one's individual and social life. IWE views work as a means to further self-interest economically, socially and psychologically, to sustain social prestige, to advance societal welfare and reaffirm faith. The concept has its origin in the Al-Quran and the sayings and practice of the Prophet Muhammad ﷺ .

The preceding discussion demonstrates that work in Islam, in addition to its economic aspect, has moral, psychological and social (relational) dimensions. Work must be beneficial and meaningful. That is, it has to be useful to others and the community at large while serving as a source for pride and a dignified and balanced life. Generally, the

IWE is built on four primary concepts: effort, competition, transparency and morally responsible conduct.

## **1.9 Organization of the Research**

Chapter One (1) discuss about the research background, the statement of problem, the objective of research, the questions of research, then also significance for this study in addition to the scope and the limitations of this study, explain the definitions of key terms and show the draft for organization of the study.

Chapter Two (2) contains the underpinning theories of pertaining to the critical review of literature and previous studies. Then explain the each variable based on the theories related which dependent variable and independent variable. Discussion included relationship on employee retention in organization and three (3) categories for the research which describes the practices of HR based on Islamic value, namely Islamic HR practices, supervisory support and Islamic work ethics.

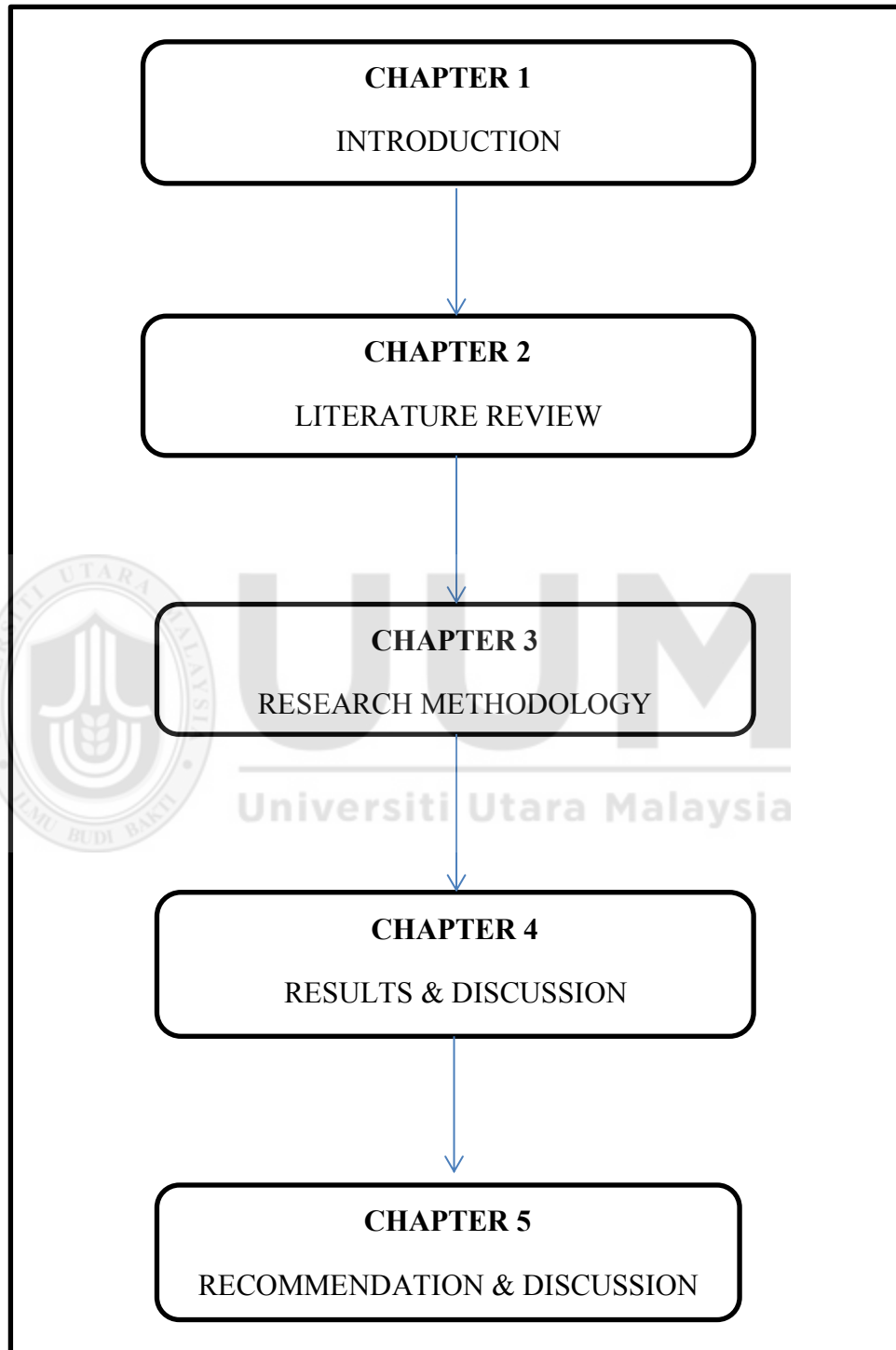
Chapter Three (3) describes the conceptual framework and employed the hypothesis and followed with design research method in this study and shows the research design and procedure, also the selection of respondent, the process of survey and procedure of data collection. This chapter end with explain description of the strategies and procedures that were employed to analysis the data quote from the survey.

Chapter Four (4) covers analysis and result from the survey. This chapter presents complete results are reports of the descriptive statistical analysis, bivariate correlation

analysis and regression analysis and the result are summarized in the table of number to simplify interpretation.

Last but not least, Chapter Five (5) is the final station and summaries the whole research content is in accordance to the research objectives and discusses the finding from the survey. Finally, concludes with some recommendations the implementation for both researchers and actioners plus suggest too future research to improve the value of Islamic HR practices and Islamic work ethics on employee retention for the future benefit. The flow of explanation picture of organization in this study as below:





*Figure 1.1*  
*Organization of the study*

### **1.10 Summary of the Chapter**

This chapter has explain the introduction of study and discussed on the background of the study, problem statement concerning to the current issues of employee retention related in HR practices that was not against the shariah-law. Besides, the researcher also was highlights the questions of research and the objectives of question, the significance for this study, next followed the scope and the limitation and finally organization by this research.



## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

A literature review is a “*comprehensive study and interpretation of literature that addreses a specific topic*” (Ayeyard, 2010).

Basically this chapter is the main part for discusses the contents of literatures. It will be supporter to the general objective which focuses more to specific objective for this study. Besides that, the explanation of theories and definition for every variable are explain for the study. This chapter also explains about concept and principle are related to dependent variable and independent variable.

The problem or issues will discuss that are related with relationship on employee retention by this organization. At the beginning of this chapter explains the meaning of retention of workers in the organization, Islamic HR practices, supervisory support and Islamic work ethics. Plus, the chapter reviews findings from previous studies on employee retention.

#### **2.2 Previous Studies**

Based on previous research about employee retention, the human resource management can play important role or be a model in retaining a high-quality of workforce exist in

every each organization. According (HRM: Managing People at Work, Y.L Giri, 2008), employee retention is one of a basically process whereby the employees are stimulated for maintain with their organization for the maximum of period time or until finish the position till the end.

The foremost focus of the organization is to be responsible for excellent of service and good an experience to the customers (Crick & Spencer, 2011) and the service of quality is carried by the employees. The employees will face with the new challenges in every day whereby the hospitality as a competitive of sector and it is also has the pressure to compete with their officemates and get the good position. The department of human resource is struggling to retain the qualified staff and to lower down the turnover rate since the expectation of the consumers have developed (Connolly & McGing, 2006).

According to (Hewit, 2004), the employee retention and intention to stay in his organization can be reflects to the employee's level commitment and willingness to remain employed. In the previous literature, many authors have agreed that concept of employee retention in organization is a good interpreter of turnover (Mueller & Price, 1981; Igharia & Greenhaus, 1992; Tett & Meyyer, 1993; Kim, Price, Mueller & Watson, 1996; Van Der Vlist & Steensma, 2004). Therefore, by (Dalessio, Silverman & Shuck, 1986) mention they are argue emphasis should be given on employee retention to stay rather than turnover cause the organization incur the cost recruit new employee.

Normally, the Islamic work ethic (IWE) or behavior of employees has many resources that revealed about the advantages towards the employees. Hence, looking to the previous research, from (Dima, 2015) in "Islamic Work Ethic and Organizational Commitment: a



case of Jordanian Islamic Banks”, the research study about on attempt to suggest a new measurement scale of IWE and to study the relationship between IWE and organizational commitment of Islamic Bank in Jordan.

A special interest is taken in employees learning, this learning has a strong positive effect on retention (Echols, 2007; Gershwin, 1996; Rodriguez, 2008). According to (Rodriguez 2008; p. 53) claims: If employees feel they aren’t learning and growing, they feel they are not remaining competitive with their industry peers for promotion opportunities and career advancement. Once top employees feel they are no longer growing, they begin to look externally for new job opportunities.

## **2.3 Underpinning Theory**

This part will concern about the based theory with measuring, describing, explanation, and understanding. The previous theory shows based on the original model and explain the theory by previous researcher. The theory are include this study is employee retention as dependent variable, while independent variable is Islamic HR practices, supervisory support and Islamic work ethics.

### **2.3.1 Employee Retention**

According to the (Ishani Tiwari, 2015), the researcher used theory from early researcher about the employee retention. The title that is investigated by the researcher is “An analysis of the factors affecting employee retention and turnover in the Irish hospitality Industry” (Tiwari, 2015). The human resource department is one of the main sections of the industry which is recognized to recruit, train, reward and retain people by following their work practices.

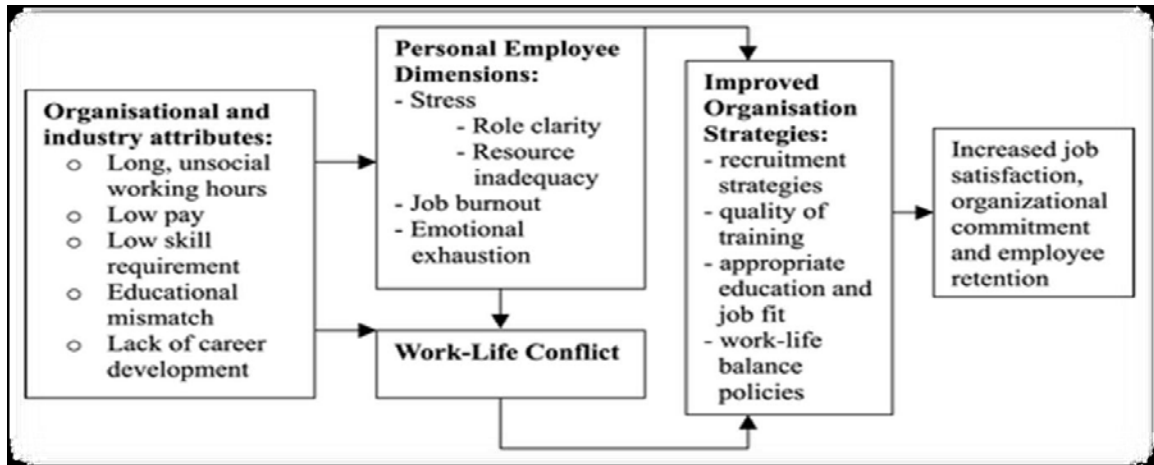


Figure 2.1

*"A structure for improving Employee retention rate" (Deery, 2008)*

Based on (Tiwari, 2015), the researcher explaining the strategy for employee retention based on above figure'. The figures describe about how to improving the retention for employee in organization, com out from (Deery, 2008). There are different strategies which need attention to improve the employee retention rate. The previous researcher was describing the most general strategies which are used in the research and how the employee retention rate can be improved.

Employee retention is one of the main challenges faced by any industry. In today's growing competitive global economy, retaining the intellectual assets is one of major concern encountered by most of the industries. However, it still remains one of the understudied issues by the Human Resource and the large organizations. Employee retention is the most overlooked aspect of the organizations which are growth oriented. Generally the employees leave the organization because of the job dissatisfaction, lack of supervisor assistant and feedback, lack of training and development and also ineffective pay (Kemelgor & Meek, 2008).

### **2.3.2 Islamic Human Resource Practice**

Referring to (Rahman, 2013), the researcher mention about the theory he used for the research; “Relationship between Islamic Human Resource Management (IHRM) practices and trust: An empirical study”. The researcher for this study is to explore and examines the theoretical frameworks of Islamic human resource management practices and trust in organization. HRM practices are defined as a process consisting of the acquisition, development, motivation, and maintenance of human resource (Lee & Lee, 2007). The researcher shows theory of Islamic HR practices come out from (Junaidah Hashim, 2009).

While, Islamic organization is needed to fulfill all requirements of Shariah to maintain the relationships among organization and their stakeholders, top level management, suppliers, customers, and employees. The main purpose of Islamic HRM is to rigorously maintain and practices Islamic law in the relationships between management and employee with in the organizational phenomenon (Hashim, 2009). Hence, to investigates that to which extent Islamic HRM practices inspire and relevant toward revival employees’ trust in organization based on Islamic principle.

### **2.3.3 Supervisory Support**

The support from supervisor means that all leader and manager are giving the emotional support and tools with enough for their employee in guiding them about the balancing in work and take care of responsibility towards their family (Qureshi, 2017). Furthermore, the support of management can be defines as the employee’s perception about the value of contribute by the organization and the care of welfare to the employees by organization (Ismail, 2010).

On the other hand, to get the support from the supervisor in ensuring training effectiveness is not as simple as ABC (Burke & Saks, 2009). This is because, according to (Garavan, 1990), among the reasons why sometime supervisor refused to support transfer of training are; the employees lack of awareness regarding the importance of sending employee for training, work overload, and they are not rewarded when they support their employees.

#### **2.3.4 Islamic Work Ethics**

In many verses, the Holy Quran instructs the faithful that involvement and commitment to work and not allow unethical work behavior like begging, laziness, waste of time and involved with unproductive activity (Abbas Ali, 2008). As previously mentioned, work in Islam is an obligation activities, virtue in light of person's need and necessity to establish equilibrium in one's individual and social life. So, it can enable its followers to be independent and fulfill themselves with self-respect. Thus, the Al-Quran has specifically and clearly promoted ethics in various actions including work activities. Various verses of the Al-Quran have addressed the issues of ethics in the workplaces. Hence, they are the significant guidance for Muslim employees when perform their tasks. Based on the explanation above, the researcher (Ibrahim, 2013) extracted some important values of IWE as shown in the table 2.1.

Table 2.1

*The Values of Islamic Work Ethics*

No	Values	Quranic References
1	Truthfulness	QS. Al-Maidah 5: 119
2	Honesty	QS. Al-Baqarah 2: 261-283
3	Consultation	QS. Al-Shura 42: 38; Ali 'Imran 3:159
4	Keep promise	QS. Al-Saff 61:2-3
5	Fairness and Justice	QS. Al-Nahl 16: 90; Hud 11: 85; Al-Isra' 17: 35; Al-Rahman 55: 8-9; Al-Baqarah 2:282
6	Trustworthiness	QS. Al-Nahl, 16:90; Al-Baqarah 2: 283; Al-Nisa 4:58
7	Patience	QS. Al-Furqan 25:63; Ali 'Imran 3:134; Al-Baqarah 2:153; Al-Muzammil 73:10; Al-Maarij 70:5
8	Humbleness	QS. Al-Shu'ara 26: 215; Hud 11:23
9	Generosity	QS. Al-Ahzab 33:35; Al-Hadid 57:18; Al-Baqarah 2:272
10	Dignity	QS. Al-Furqan 25:72; Al-Baqarah 2:188; Al-Tawbah 9:34
11	Friendliness	QS. Al-Hujurat 49:10, 13
12	Professionalism	QS. Al-Qashas 28:26
13	Punctuality	QS. Al-Maidah 5:8
14	Cooperation	QS. Al-Maidah 5:2
15	Self-Reliance	QS. Al-Najm 53:39
16	Transparency	QS. Al-Baqarah 2:282

The Islamic work ethic in religion is constitutes the expectations with related to the behavior as the employee. Additional, the behaviors refer to his effort, cooperation, dedication, responsibility, creativity and the relations of social (Ali, 2009). The work ethic in Islam constitutes the expectations of one's relations with respect to his behavior at work. This includes his or her effort, dedication, cooperation, responsibility, social relations and creativity.

## **2.4 Employee retention**

In the 1950s, Frederick Herzberg studied employee retention and motivation and eventually came up with his dual dimensional job satisfaction theory, noted J. Michael Syptak, M.D., David W. Marsland, M.D., and Deborah Ulmer, Ph.D., writing on the American Academy of Family Physicians website. Herzberg believed that the two dimensions of job satisfaction are dissatisfies (he called them "hygiene" issues) and

satisfiers, also called motivators. His theory was that employees can be retained through minimizing dissatisfaction and maximizing satisfaction. Dissatisfies include factors such as administration, company policy, working conditions, supervision, relationships and salary. Satisfiers include the job, promotion, achievement, responsibility and recognition.

Employee means is person are hired for a specific job or to provide labor and who works on the service of someone else (the employer), (Murray, 2018). In general, anyone who performs services for an organization is an employee if the organization can control what will be done and how it will be done. Although there are certainly many specific legislative exceptions, the general practice in the United States is to define who is a covered “employee” for a labor or employment law statute or doctrine, according to the purposes for which the statute or doctrine were adopted. For example, under the common law doctrine of respondent superior, an “employee” is one who a person has the right to “direct and control” in the performance of some compensated duties, and accordingly, it is appropriate to hold the “employer” liable for the torts of the employee he “controls” (Kenneth, 1994).

Generally, the effort by an effective management important to maintain a working environment which supports current employees in remaining with the organization. Many employee retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial costs involved in hiring and training new staff (Kyndt, 2009).

Earlier research has identified several relationship that have an impact on employee retention in organization (Kyndt, 2009). As a good employee in the organization, the

employees should have their obligation with high level and refer to the employees that have the strong introduction of self with organization, appreciating the sense of participate within the organization, agree with the objectives and the system of value, also maybe stay in the organization and lastly ready for working with hard on behalf (Curtis and Wright, 2001). Then, it is commended that human resource management play an essential role in retaining the employee. However, (Knippenberg, 2000) explain the employee become more loyal to organization and maintain to stay when they have identified themselves within a group and contribute to the performance tasking.

Employee retention shows the level on performance of employees in the organization and the willingness to maintain in their organization (Hewitt, 2004). Referring to the propensity for leaving, the intentions to stop from work, the intentions to leave, the commitment of their behavior and also attachment (Halaby, 1986; Mueller et al., 1999). Some of previous study has been revealed that the concept is whether called to 'intention to stay' and 'tendency to leave' (Tett & Meyer, 1993; Igharia & Greenhaus, 1992).

Every organization that was faced the challenge of employee retention as a main issue. Basically, there are have factor of employee leave the organization because dissatisfaction of the job and weakness in supervisory support or feedback from the supervisor, the training and development also lacking and not effectives of payment (Kemelgor & Meek, 2008). Hence, employee retention help in the direction of economic balance on the several aspect such as the security of job, profit or income, and added of expense. The retention of employee is single of the main and point of the issue between all the organizations and employees from last few years. The purpose to organization it is

the higher of difficult the employee retention and care the rate of turnover that below the target and following the norms of business (Phillips & Connell, 2003).

## **2.5 Islamic HR practices**

Organization should manage their human resource with human resource management (HRM) with the policies & strategies, also including the recruitment & selection, the training & development of HRM, and the performance of management (Alnaqbi, 2011). However, some human resource management (HRM) in organizational merely devise policies and strategies that deal with the current problem or issues (Alnaqbi, 2011). This functions are reflects their beliefs (ikhtiqad) and principle as well as keeping the acceptable relationship between HRM with employee (Farizan, 2018)

Based on the past research, the guidance of Quran and Hadith was elaborated about the Islamic human resource practices to their functions. The justice and honesty are stressed by Quran especially during trading and business (Mahesar, 2016). The researcher explains a set to beliefs, conduct and worship (*ibadah*) are considers related in religion.

There also have linking between Islamic HR practice and employee engagement. The previous academic researcher presented many definitions of employee engagement (Mahesar, 2016). Employee engagement can defined as the harnessing of organization members selves to their work roles in engagement and performance (Kahn, 1990).

Employee attitudes and behavior, including performance, reflect their perceptions and expectations, reciprocating the treatment that they receive from the organization. In their multilevel model linking human resource practices and employee reactions, (Ostroff and



Bowen, 2000) represent relationships suggesting that human resource practices are significantly associated with employee perceptions and employee attitudes. Studies by (Tsui, Pearce, Porter, and Tripoli, 1997), found that employee attitudes, most specifically employee commitments, were associated with the interaction of human resource practices and perceptions.

In terms of religion, the values of an 'Islamic' organization are based on Al-Quran (The words of Allah S.W.T.) and Hadith (The words of Prophet Muhammad ﷺ). For Muslims, Islam is an institution quote from Al-Quran and the existence and experience of Prophet Muhammad's ﷺ life to explain and clarify Islamic roots of their socio-economic policies and practices. Indeed, the Holy Qur'an and Hadith is the basis for the Shariah Principles (Islamic Law) and norms of humanity. Principally, the Shariah being an essential part of revelation is a guideline for human action covering every aspect of life. From the religious point of view, each and every Islamic organization must obey the Islamic law named Shariah principles and Islamic knowledge and understanding for their every aspects of working environment (Seidu, 2006).

Human resource management (HRM) is an integrated strategy and planned development process for effective operation of their employees' ability and effort to accomplish organizational goals and outcomes (Storey, 1995). According to Ali, Gibbs and Camp (2000) & Tayeb (1997), several HRM issues in organizations have their foundations in religion especially, Shariah Principles. Islamic law is unbiased, fair and justice in every

activity of human beings, without discrimination, irrespective of status and position between other parties relationships. There are no any options for partial practices of Islamic law (Bukhari & Muslim). Therefore, it is the prime duty and responsibility of management to have adequate knowledge and understanding regarding Islamic principles. In addition, with having Islamic knowledge they must built up the entire HR systems and practices in their daily working life (Al-Faruqi & Al-Bann, 1980).

## **2.6 Supervisory support**

The support can be in terms of emotional, mentality, thinking and moral from leaders. At the same time, the support which are provided before and after the training program for employees (Putter, 2013). Next, social support can be defined as an informal social network that provides individuals with expressions of emotional concern or empathy, practical assistance, informational support or appraisal (Samsinar, 2010).

Apart from that, (Ismail, 2010) stated that supervisor is also responsible for allocating budget for their employee's developmental purpose. This is because, each individual has the rights to increase their knowledge, skills, and abilities, and hence, this can only be achieved when they undergo the training program provided by the organization. The good supervisor should be able to develop achievable targets, spread positive attitudes thorough out the organization, as well as increase the employees' awareness on why the training is fundamentally important for them (Goleman, 2000). This is because when the supervisors have good understanding about the development concept, it increases the employee confidence that their supervisor is qualified and can lead them (Qureshi, 2017).

Thus, neglect their roles as supervisor that should support their employees in training activities. Another concerning attributes, why sometimes the supervisor is reluctant to give support to their employees is, most of the time they only give negative feedback to their employees rather than positive feedback (Nijman, 2006). They only see the negative side of their employees without noticing that their employees have done great job in performing the task, duties, and responsibilities. As a result, the employees feel demotivate, stress, and have high intention to leave the organization (Madi, 2011). Nonetheless, supervisor is responsible to give support to their employees as it could eliminate these negatives behaviors from spreading among employees throughout the organization.

Evidence suggests that line managers have an influence on employees' stress and health. They can have both a negative and positive effect on employee productivity, health and well-being. For example, supervisor support is associated with increased productivity, lower sickness absence, a decrease in risk for future depression and lower turnover intentions. Conversely, poor manager-employee relationships and lack of line manager support is reported as a common source of stress and low well-being among employees (Munir, 2012). Negative manager behaviors have also been associated with increased long-term sick leave.

Other than that, the previous researcher also mention about family support as a privacy section (Munir, 2012). Family is a core unit in a community and it is a very important unit to be secured and maintained to ensure that the society is in a stable and harmonious condition. The role of family is very important, as in the Islamic perspective, men and

women are urged to marry to build better generations which will lead to a better nation, as the Prophet Muhammad ﷺ says,

*“Get married, for I will boast of your great numbers before the nations.”*  
(Ibn Majah, 1846)

Its fundamental has been stated in Al-Quran verses, such as:

*“And of His signs is that He created for you from yourselves mates that you may find tranquility in them; and He placed between you affection and mercy. Indeed in that are signs for a people who give thought?”*

(Quran 30:21)

Even though the meaning of family well-being in Western and Muslim literature differs in terms of aims and spirituality (Abdel Nasir and Kahree, 2015), they share certain ideals such as respectful cohabitation between couples and family members.

Supervisor support acts as a predominant factor having significance over employee retention (Umamaheswari, 2014). If bosses are supportive, encouraging and let employees to learn from mistakes, more the employees feel sense of pride in their jobs and supervisors or the managers of the organization play a vital role in employee retention (Fatima, 2011).

## **2.7 Islamic work ethics**

The Islamic work ethic (IWE) is accomplishment should be doing in the religion of Islam and it is categorized as an obligation in religion and focus as worship for Muslim people (ibadah) stated by (Ibrahim, 2013). This obligation is employ in the Al-Quran and Sunnah, also refer to teaching by the Prophet Muhammad ﷺ. Essentially, with a close

relationship to Allah one could expect to spur his attitudes and behavior to be consistent with the rules and stipulations of the religion. IWE advocates the importance of performing one's work to the best of ability for the pleasure of Allah (Ibrahim, 2013).

*The Prophet Muhammad ﷺ said: 'Verily, Allah loves that when anyone of you does something he does it perfectly.'* (Sahih, Al Bukhari; 1255)

Order, discipline, and accuracy means these were the three main things the noticed as soon as entered the ambience of the workshop. There was no room for laziness. These values, set and maintained will come under one heading *Itqan* (perfection). It was a prime example of what I like to call “healthy perfectionism” (Dhib, 2014).

*The Prophet Muhammad ﷺ said: 'Your employees are your brothers upon whom Allah has given you authority, so if a Muslim has another person under his control, he/she should not over burden them with what they cannot bear and if you do so, help them in their jobs.'* (Sahih, Al Bukhari; 1255)

Islam promotes respect, kindness, and loyalty. These elements create an environment where everyone can enjoy their rights and also where everyone can execute their tasks perfectly. Moreover, equality is essential to establishing a tolerant group spirit at a workplace for example, didn't like to be called “Mr.” then he wanted to be seen as an equal with the workers.

Another difference of work ethics in Islam and other faiths is deeds and intentions. These differences constitute significant pillars in the IWE. Islam places more emphasis on intention than on results and it stressed social aspect in the workplace and duties towards

society. Thus, it is the criterion upon which work is evaluated in terms of benefit to community. Any activity that is perceived to do harm, even though it results in significant wealth to those who undertake it, is considered unlawful. Prophet Muhammad ﷺ stated,

“Allah does not look at your matters and wealth, rather Allah examines your intentions and actions” and “The reward of deeds depends upon the intentions and every person will get the reward according to what he has intended. So whoever emigrated for worldly benefits or for a woman to marry, his emigration was for what he emigrated for.”

Ethics in Islam is commonly refers to the term *akhlaq* which is a state of the soul which causes it to perform its actions without thought or deliberation. The good deed is called *akhlaq mahmudah* while the bad deed is called *akhlaq madhmumah*. According to (Haron Din, 2010) the concept of *akhlāq* in Islam is constructed based on three basic aspects of faith (*‘aqidah*). It is the value (al-qimah) that judge whether an action is right or wrong, good or bad (Ibrahim, 2013).

In Islam, work is given special importance to the extent that it is performing tasks in meeting religious demands and is categorized as fulfilling religious obligations, which is considered as an act of worship (*‘ibadah*). Instilling of noble virtues is closely tied to one’s faith towards Allah SWT. Working in Islam is a way of devoting to Allah SWT by stressing on the concept of *tawhīd*. It emphasizes on religious values as the foundation in performing occupational obligations. Making a job as a deed of worshipping to Allah SWT will develop a strong devotion towards the Creator and uplift the love for life in the eternal hereafter, surpassing the importance towards material and worldly affairs.

## **2.8 Relationship between the employee retention and Islamic HR practice.**

Organization should manage their human resource with human resource management (HRM) with the policies & strategies, also including the recruitment & selection, the training & development of HRM, and the performance of management. This functions are reflects their beliefs (*ikhtiqad*) and principle as well as keeping the acceptable relationship between HRM with employee. The modern of HRM in the organization is one a phenomenon of large at western and can touch detected to the function of personnel management (Burack and Smith, 1977). The separating of the ways to employee management by radially and the HRM team culminated on the total of separation from a curriculum of “Harvard School” (Beer et al., 1984) and “Michigan/Columbia group” in the early 1980 years at USA.

Effective HRM practices have been estimated by many researchers to be of utmost importance in providing firms with competitive advantages and the ability to operate effectively within a competitive landscape (B. Becker & Huselid, 1998; Delery & Doty, 1996). In the past ten years, more and more studies have emerged that look at the implementation of HRM practices within Asia, and while many of them confirm the relevance and importance of HRM practices to the successful operation of companies in this country, fundamental differences have been identified in the nature of the HRM practices employed and the way in which they relate to Asia’s culture and economy (Chang, 2006; Park, Gardner, & Wright, 2004; Takeuchi, Wakabayashi, & Chen, 2003; Wong, Wong, Hui, & Law, 2001; Yu & Egri, 2005).

Normally, the worship (*ibadah*), beliefs and action reflects to religion. According to (Metle, 2002) in previous literature mention that the Islam as a religion are produce the unique personalities on individual and the differences of society in cultural. The Holy Al-Quran and Hadith content as a guideline to the researchers in function of Islamic human resource. Ahmad (2002) explains the importance of Islamic ethics in business and management in his book *Ethics in Business and Management: Islamic and Mainstream Approaches*.

Muhammad Zafrullah Khan (1999) talks about human rights in the light of Islam in his book *Islam and Human Rights*. The research attempts to investigate the consequences of applying Islamic principles in Muslim employees. In “Islamic revival in Asia and human resource management,” Tayeb (1997) clearly describes the ethics and values to be followed at the workplace and how different Islamic countries are managing their employees. The honesty and justice in trading are stresses in the Al-Quran and it is have the wealth in fair or unfair among the society. Hence, that will raise spirit in skills and technology for the society.

## **2.9 Relationship between the employee retention and supervisory support.**

The support from supervisor means that all leader and manager are giving the emotional support and tools with enough for their employee in guiding them about the balancing in work and take care of responsibility towards their family. Furthermore, the support of management can be defines as an employee’s perception about the value of contribute by the organization and the care of welfare to the employees by organization (Eisenberger, 1997; Lynch, 1998).



House (2003) views supervisor's social support as involving four important psychosocial aspects, namely, emotional support (esteem, trust, affect, concern and listening), appraisal support (affirmation, feedback, social comparison), informational support (advice, suggestions, directives, information) and physical support (aid-in-kind, money, labour, time and environmental modification). Just as employees form global perceptions concerning their valuation by the organization, they develop general views concerning the degree to which supervisors value their contributions and care about their well-being (perceived supervisor support, or PSS; Kottke & Sharafinski, 1988). Because supervisors act as agents of the organization, who have responsibility for directing and evaluating subordinates' performance, employees would view their supervisor's favorable or unfavorable orientation toward them as indicative of the organization's support (Eisenberger, 1986 and Levinson, 1965).

The organization should tell the employees about their perception employee by the supervisor, therefore the belief from employee also can be supporting and represents for organizational support. Referring by statement of Johnson (2007), the employee retention is dependent on the management or the leadership skills also the human resource strategies for example, if the supervisor or manager is sick or not well trained and they have the low skills than the employees and will leave from the organization as soon as possible.

Normally, supervisor support means as the extent to which the supervisors confidence and attract the employee participate in training, innovation, knowledge acquisition and provide acknowledgment (Tracey and Tews, 2005). The mainly significant component in

skill function and transfer of learning basically is the attitude and behavior by employee's supervisor (Van, Gielen and Nauta, 2001). When employee and their supervisor have good relationship in working can increase the productivity and to motivate the others people in a particular direction (Mariatul, 2010). Then, it is because when the employee is unhappy with their environment of work there will be increase employee absenteeism, lateness, laziness and down of emotional (Martin, 2009).

#### **2.10 Relationship between the employee retention and Islamic work ethics.**

The Islamic work ethic (IWE) is accomplishment should be doing in the religion of Islam and it is categorized as an obligation in religion and focus as worship for Muslim people (*ibadah*). This obligation is employ in the Al-Quran and Sunnah, also refer to teaching by the Prophet Muhammad ﷺ. The Islamic work ethic in religion is constitutes the expectations with related to the behavior as the employee. Additional, the behaviors refer to his effort, cooperation, dedication, responsibility, creativity and the relations of social. Fundamentally, people should built a relationship to Allah S.W.T closer and it's can division of the attitude and his behavior so it will maintain and consistent related the guider and rule by religion. Islamic work ethic in terms of law is important by performing the good and kind work to getting a blessing and *barakah* from Allah S.W.T. Looking in organization, Islamic work ethic, to improve the quality of work can be applied with good cooperation and collaboration by our team and organization. In return, it does not condone conglomerates to accumulate wealth while overlooking the welfare of workers. Meanwhile, in improving work quality, Islam allows healthy competition among businesses that could lead to better performance in an organization since it does not to

deny human's needs but to fulfill it with occupational objectives or business dealings that do not contradict the religious teachings. Therefore, all of economic activities in Islamic institutions could not be separated from the concept in the Quran and the Hadith.

In general, work ethics in Islam shares some similarities with the work ethics in Western concepts, especially stresses to the hard work, dedication, avoidance commitment and the methods of unethical for collecting of wealth and competitiveness of the place in work. Nevertheless, in specific, Islam differs from the Western concepts that mainly based on Judaism and Christianity. For example in the Judaisme, there are have specific in depth and the relevant plus the role of *Khalifah* (man) on earth. Islam, on the other hand, provides detailed regulations of human life and at the same time maintains the spiritual perspectives implied in Christianity.

Work in Islam, therefore, is situated in the core of the faith and is considered as an integral part in life. Furthermore, in Muslim societies the Quran texts and sayings of Prophet Muhammad ﷺ is one that is involved in socio-political discourse.

## **2.11 Summary**

This chapter discusses in-depth about the dependent variable which is organizational commitment. The literature review also discusses every Islamic human resource functions that may influence the organizational commitment among employees. The next chapter will discuss about the methodology that explains in details about the data collection and the analysis for this research.

## **CHAPTER 3**

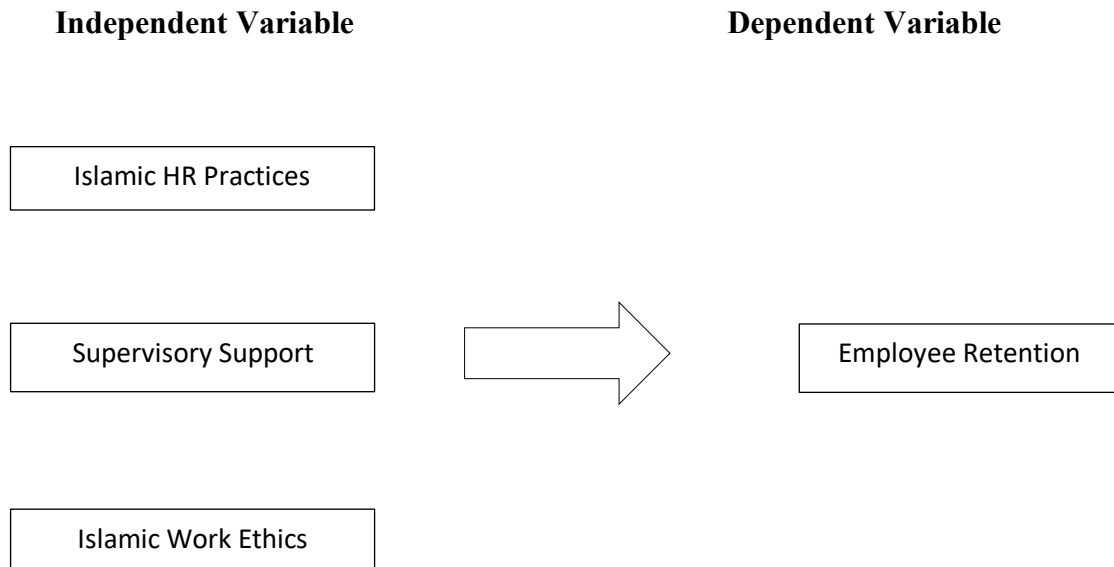
### **METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the research method for the study about employee retention at Education Department of Kedah (JPNK). In this chapter, there are presented about the conceptual framework, the research design, population, sample and data collection procedures.

#### **3.2 Conceptual Framework**

Determine which variables should be measured and the research will be guide by this conceptual framework. It is a set of conceptual assumptions that explains the relationships among the sets of phenomena. This study will undertake the main variable which is employee retention as the dependent variable and the determinant the relationship which are Islamic HR practices, supervisory support and Islamic work ethics as the independent variables. The diagram for the conceptual framework for this research can be showed as follows:



*Figure 3.1 Conceptual Framework*

According to Sekaran & Bougie (2010), define a complete conceptual framework is determine the relationship between important variables that are exist in the problem for focus to situation. The conceptual framework is function for identifies relationship between dependent variables and independent variables that are using in to the problem in this study. Based on (Sekaran, 2000) mention, dependent variables are most important item to the researcher in developing hypothesis and it main variable for investigation in the study. Additional, there are two types of important variables consist in the conceptual framework which are independent variable and dependent variable mention as (IV) and (DV). The independent variable includes Islamic HR practices, supervisory support and Islamic work ethic. Then, the dependent variable is employee retention at JPNK. This study shows clearly to observe the relationship between employee retention and Islamic HR practices, supervisory support and Islamic work ethic.

### **3.3 Hypothesis Development**

Hypothesis is defined as a relationship between two or more variables in a situation that will be explain the nature of certain expression or establish the differences among groups (Cavana, 2001). Plus, in this research built the hypothesis based on the objective of the study to testing it.

#### **Hypothesis 1**

- Ha1-** There is significant difference between gender and the employee retention.
- Ha2-** There is significant difference between age and the employee retention.
- Ha3-** There is significant difference between education and employee retention.
- Ha4-** There is significant difference between position and employee retention.
- Ha5-** There is significant difference between sector and the employee retention.

#### **Hypothesis 2**

- Ha1-** There is significant of employee retention in this organization.
- Ha2-** There is significant positive relationship between Islamic HR practices and the employee retention.
- Ha3-** There is significant positive relationship between supervisory support and the employee retention.
- Ha4-** There is significant positive relationship between Islamic work ethic and the employee retention.

#### **Hypothesis 3**

- Ha1-** There is significant relationship between Islamic HR practices, supervisory support and Islamic work ethics with the employee retention.

### **3.4 Research Design**

The study was a cross-sectional survey design. The quantitative research design was used to examine the relationship between Islamic HR practices, supervisory support and Islamic work ethic on employee retention. The study was conducted in the natural environment of the organization with deductive approach in command to confirm the concept of study. The questionnaire is a method to collect the data from the respondent and the main purpose from this study to test the hypothesis. Based on this research, all data are collected will be analyzed by using a statistical tool and use the SPSS software version 22 as the interpretation of results.

### **3.5 Operational Definition**

#### **Islamic HR practices:**

Organization should manage their human resource with human resource management (HRM) with the policies & strategies, also including the recruitment & selection, the training & development of HRM, and the performance of management. This functions are reflects their beliefs (*ikhtiqad*) and principle as well as keeping the acceptable relationship between HRM with employee. Based on this research, the guidance of Quran and Hadith was elaborated about the Islamic human resource practices to their functions. The justice and honesty are stressed by Quran especially during trading and business.

**Supervisory support:**

The support from supervisor means that all leader and manager are giving the emotional support and tools with enough for their employee in guiding them about the balancing in work and take care of responsibility towards their family. Furthermore, the support of management can be defines as a employee's perception about the value of contribute by the organization and the care of welfare to the employees by organization.

**Islamic work ethics:**

The Islamic work ethic (IWE) is accomplishment should be doing in the religion of Islam and it is categorized as an obligation in religion and focus as worship for Muslim people (ibadah). This obligation is employ in the Al-Quran and Sunnah, also refer to teaching by the Prophet Muhammad ﷺ . The Islamic work ethic in religion is constitutes the expectations with related to the behavior as the employee. Additional, the behaviors refer to his effort, cooperation, dedication, responsibility, creativity and the relations of social.

**3.6 Measurement of Variables/Instrumentation**

In normally, measurement means the length of something or measures a quantity of something that was stated by (Junaidah Hashim, 2016), (Nik Rahman, 2010) and (Abbas Ali, 2008). The purpose of the study shows employee retention as the dependent variable



in a concept. The concept has the value of reliability coefficient for the employee retention construct is 0.916, 0.816 and 0.948. There are 3 items for the concept of employee retention to use and it was operationalized on a five-point Likert scale format, ranging from ‘1’ “strongly disagree” to ‘5’ “strongly disagree”.

The concept of Islamic HR practices, supervisory support and Islamic work ethics as independent variables was adopted from (Junaidah Hahim, 2010; Nik Rahman, 2010 and Abbas Ali, 2009).

*Table 3.1*

*Total Number of Questions in the Questionnaire*

<b>Variables</b>	<b>Authors</b>	<b>Number of Questions</b>	<b>Total of Items</b>
Demographic profile	Self-developed	1-5	5
Employee retention	Tiwani, (2015)	A1-A3	3
Islamic HR practices	Hashim (2010)	B-B22	23
Supervisory support	Rahman (2010)	C1-C5	5
Islamic work ethic	Ali (2008)	D1-D17	17

The explanation and detailed for the questionnaire design can refer at the Appendix B at the end of this research report. The concept also has been validated by the previous author. The value of reliability coefficient for this constructs are respectively. The items for the constructs were operationalized on a five-point Likert scale format, ranging from ‘1’ “strongly disagree” to ‘5’ “strongly agree”.

### 3.7 Pilot Study

Based on the questionnaire are developed for this study, the researcher running the data with pilot study first. The objectives for this pilot study to test the questionnaire as a pre-test before continue to distribute other respondent. Based from this pilot study, the researcher can check whether instrument in questionnaire are suitable for survey and able to understand before actual distribute to the respondent. In this research, the pilot study was implemented among Muslim employees in Education Department of Kedah (JPNK). The questionnaire were already distributes in 30 set of questionnaire.

### 3.8 Reliability Test

In this study, the reliability establishment it is important to measure the scale are reliable and there are commonly measure the instrument by Cronbach's alpha coefficient for internal consistency (Sekaran, 2013).

Table 3.2

#### *Reliability Test*

Variables	No. of Items	Cronbach's Alpha
Employee Retention	3	0.90
Islamic HR Practices	23	0.76
Supervisory Support	5	0.79
Islamic Work Ethics	17	0.76

Based on Table 3.2 above, there was show the value of Cronbach's Alpha for all variable (dependent and independent) is range 0.76 to 0.90. The value Cronbach's Alpha of dependent variable is 0.90 that's mean is very good. Hence, the value Cronbach's Alpha for independent variables is 0.76, 0.79, and 0.76 respectively. That value is still acceptable according to (Sekaran, 2013). The result shows that this measurement is reliable.

### **3.9 Data Collection**

There have two section for this questionnaire (section one and section two), in section one refers to demographic profile (gender, age, education level, position and sector). While in section two represents dependent variable and independent variable. The dependent variable in this study is employee retention and the independent variable in section two divides to four (4) sections of variables are A, B, C and D consists of employee retention, Islamic HR practices, supervisory support and Islamic work ethics.

### **3.10 Sampling**

Population is referred to the subject of interests, group of people, others relevant subjects that researcher wishes to study on (Sekaran and Bougie, 2013). The total number of population of employees in Education Department of Kedah is 310 employers which represent 303 Muslim employers and 7 Non-Muslim employees. This department is selected to represent the department of government as the sample of the population. They are known as Islamic value because their daily management is related to the Muslim affairs, thus it is very suitable for this research.

The number of 200 employees is considered as valid to be the representative of the sample based on the minimum sample size at a confidence level according to Krejcie and Morgan formula (Sekaran and Bougie, 2013). Random sampling method is chosen because it gives every respondent an equal chance for being selected.

### **3.11 Techniques of Data Analysis**

The techniques in this research in apply the IBM Statistical Package for Science Social (SPSS) version 22 as a latest version. Hence, for both descriptive and inferential statistic are using that latest version to analyze the data.

Definition for descriptive can be defined as a interpretation the data in general while the inferential statistics is the purpose are used for hypothesis whereby tested by reliability analysis, normality analysis, independent sample t-test, analysis of variance (ANOVA), Pearson correlation, and Multiple linear regression.

The gathering of data will be analyzes by using the IBM Statistical Package of Science Social (SPSS) version 22. Then, in terms of interpreting the data used the statistical tools were according to the research hypothesis.

Table 3.3

*Techniques of Data Analysis*

No.	Area of investigation	Test
1.	<p><b>Ho1</b> - There no significant difference between gender and the employee retention</p> <p><b>Ho2</b> - There no significant difference between age and the employee retention</p> <p><b>Ho3</b> -There no significant difference between education level and the employee retention</p> <p><b>Ho4</b> - There no significant difference between position and the employee retention</p> <p><b>Ho5</b> - There no significant difference between sector and the employee retention</p>	<p>t-test</p> <p>ANOVA</p> <p>ANOVA</p> <p>t-test</p> <p>ANOVA</p>
2.	<p><b>Ho1</b> - There no significant positive relationship between of employee retention in this organization</p> <p><b>Ho2</b> - There no significant positive relationship between Islamic HR practices and the employee retention</p> <p><b>Ho3</b> - There no significant positive relationship between supervisory support and the employee retention</p> <p><b>Ho4</b> - There no significant relationship between Islamic work ethic and the employee retention</p>	<p>Pearson Correlation</p>
3.	<p><b>Ho1</b> - There no significant relationship between the Islamic HR practices, supervisory support and Islamic work ethics with the employee retention.</p>	<p>Multiple Regression</p>

### **3.11.1 Descriptive statistic**

This study to describe about the characteristics from the sample and prepare the several related information by descriptive statistic. Besides that, the descriptive statistic also basically used this to make sure and check of variables for the study in any violations of the statement where underlying the technique of statistical and it will used to answering the research question with specific on later (Julie Pallant, 2013).

The statement was mention by (Julie Pallant, 2013) about sample that are participate by human in any studies. The number of people was crucial to get of information in the study and get the frequency of female and male are involve as a sample. Then, it is show the means for age by the respondent and shows the level for the education by respondent. In this study, stated also about their position at workplace and tick the section for sector of respondent in JPNK.

The descriptive statistics for variables was analyzed the assumption in this research. The descriptive of statistic are consist by value of means, standard of deviations, value of score in range and scores distribution on continuous of variable. Hair et al. (1998) mentioned that kurtosis is the “peakedness” or “flatness” of the distribution compared with the normal distribution. Thus, skewness can be used to explain the balance of the distribution of the data. Hence, for purpose of this research, all data obtained from section A and B of the questionnaire is used in order to investigate the descriptive statistics.

### **3.11.2 Inferential Statistic**

The research objective was been fulfill by the inferential statistics are used to deduce in this study. Then, to explain and discusses the all of data was collected as a purpose of the

research are used by that already stated before. The inferential statistics are involves in the analysis through independent sample t-test, one-way ANOVA, Pearson correlation and multiple of regression.

### **3.11.3 Independent Sample T-test**

Based on the technique of analysis for the study, independent sample t-test is applied to compare the scoring value of means for two different of groups in participants. Independent sample t-test in compare the sum of value in continuous variables is appropriate for both groups (Julie Pallant, 2013).

Before undertaking the Independent Sample T-Test analysis, there are certain assumptions that need to be fulfilled. The generic assumption underlying of t-test were scale of measurement, random sampling and normality distribution of the data.

### **3.11.4 One-way ANOVA**

Referring to the IBM SPSS version 22 mentions the one-way ANOVA is involve the independent variables in one categorical which there has a total of number on different levels. One-way ANOVA actually suitable used to examine the hypothesis that is required to the part of demographic profile when more than two group in questionnaires. To determine which mean was higher or lower, Post Hoc Test should be conducted.

The item statistics commonly used to test the Post Hoc is Turkey. Before performing ANOVA test, certain requirements must be satisfied which are if the data distribution

were normal and the data has the same variance (Vello & Raman, 2013). This was to validate that all compared groups are originated from the same population.

#### **3.11.5 Pearson Correlation Coefficient**

Pearson correlation coefficient is the function as identifying the correlation analysis and there are strong in the linear between the relationships of variables. The results from the Pearson correlation coefficient just read the value starting from -1.00 to 1.00 in the analysis for the research. The sign in the front of the value indicated the direction of the relationship between variables whether there was positive or negatively correlated.

Then, the amount of absolute values provided a signal of the strength of the relationships. The positively correlated indicates where one variable increased will increase the other factor as well. Negatively correlated indicates where one variable decreased will also decrease the other factor.

#### **3.11.6 Multiple Regressions**

Multiple regressions can be defined as a technique in the analysis where to exploring the relationships between the dependent variable and independent variables on continuous variable. This multiple regression analysis is continuing from correlation analysis but it has more advantage compare than that analysis to interrelationship among variables.

Multiple regression analysis can provide how good of a set of variables that can predict a particular result. Moreover, multiple regression analysis also can tell the whole information about the proposed model and how much the variable influences the other



variables. Referring to (Coakes & Steed, 2007), the result of regressions was a statement that represented the best prediction for the dependent variable by the independent variables.

### **3.12 Summary**

This chapter explains the research problem as well as the research questions of the study. Every steps and method starting from the collecting of data until the tools to analyze the data were discussed in this chapter. The next chapter is the continuation of this chapter, which are the discussion of the findings on analysis of the data.



## **CHAPTER 4**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter is discusses about the finding and outcomes in this study. The researcher using the latest version (SPSS version 22) for analyzed the data collected for this study. Based on SPSS version 22, the results for data come out with tested by reliability analysis, descriptive analysis, Pearson correlation analysis and Multiple Regression analysis.

The demographic profile of the respondent was explained by using the Frequency analysis, while T-test and ANOVA were used to test the significant that are different between demographic profile and employee retention. The relationship between employee retention and Islamic human resource practices, supervisory support and Islamic work ethic was tested by using the Pearson Correlation analysis as the statistical method in this study.

Then, to examine which independent are most contribute to the organization was employed with Multiple Regression analysis to the employee retention.

## **4.2 Overview of the Data Collected**

At the research beginning, the university prepares a letter of administration (LA) as a permission to collect information and to make a circular question to the JPNK. At the same time, researchers have telephoned to parties related to research through secretarial and liaison lines. Then, after the official letter to request permission to distribute the questionnaire to all the employees involved was provided by the university, the researcher sent the letter to the contact unit and made an appointment for the next dispatching date.

After obtaining approval from JPNK after two days from the last agreement period, the researcher distributed the questionnaires to all qualified respondents. The JPNK requested for a week or so to complete all the questionnaires that have been circulated and will be informed then all the relevant information by telephone before re-collecting from JPNK. Lastly, the reconsideration of the question can be solved effectively and efficiently from all respondents are 180 sets of 200 sets initially distributed to them.

### **4.2.1 Response Rate**

According to (Carr & Griffin, Zikmund, Babin, 2010) stated the Simple Random Sampling was used in this research because it show the population will be given the same opportunity to be included in the sample nature with the appropriate guarantee. Then, the total number of respondent was 200 and the number of response rate only 180 which donate 90% to the questionnaire distributed over a week. However, all 180 legitimate questions are used for the results of this data and there is no question of unverified or needy respondents.

### 4.3 Demographic Profile

Table 4.1 shows the demographic profile details in this study which are consist with group of gender, age, education, position and sector. The 180 respondents participated is Muslim employee in JPNK.

*Table 4.1*  
*Demographic Profile (n=180)*

No.	Item	Category	Frequency	Percentage %
1	Gender	Male	104	57.8
		Female	76	42.2
2	Age	Below than 21 years	0	0
		21-30 years	13	7.2
		31-40 years	76	42.2
		Above 41 years	91	50.6
3	Education	SPM	43	23.9
		STPM/Diploma	70	38.9
		Bachelor	49	27.2
		Master/PhD	18	10.0
4	Position	Management staff	82	45.5
		Supporting staff	98	54.4
5	Sector	School management	22	12.2
		Academic management	21	11.7
		Private and special education	17	9.4
		Human development	17	9.4
		Islamic education	12	6.7

Assessment and examination	24	13.3
Service of management & development	51	28.3
Warranty and quality	11	6.1
Information management & ICT	1	0.6
Psychology and counseling	4	2.2

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Based on Table 4.1, the table shows item of demographic profile which is gender, education level, position and sector. Refer to total respondent is 180, 104 (57.8%) are male and 76 (42.2) are female. According by this result for age group, there are no respondents below than 21 years, most of them above than 41 years 91 (50.6%), then its follow by 31-40 years is 76 (42.2%) and the min of total is 21-30 years is 13 (7.2%).

Then, for the education level group represents the higher level education by respondent 70 (38.9%) is holding STPM/Diploma while 49 (27.2%) is Bachelor holder and followed by the level for SPM is 43 (23.9%) while for the Master/PhD holder contribute 18 (10.0%) in this organization. There are most respondent is supporting staff 98 (54.4%) compare than management staff is 82 (45.4%) respondent. Based on this finding, there are shows most of respondents contribute by sector in this organization is Service of Management & Development 51 (28.3%).

Then it is followed by Assessment and Examination is 24 (13.3%), School Management 22 (12.2%), Academic Management 21 (11.7%), while there are same respondent for Private and Special Education and Human Development are 17 (9.4%). Next, the respondent for Islamic Education is 12 (6.7%), Warranty and Quality is 11 (6.1%) and

followed with last min total for respondent are Psychology and Counseling 4 (2.2%) and Information Management & ICT 1 (0.6%).

#### 4.4 Reliability of the Instrument

In this study, the reliability it is important to measure the scale are reliable and there are commonly measure the instrument by Cronbach's Alpha coefficient for internal consistency. Table 4.2 shows the value of finding by Cronbach's Alpha coefficient of each variable.

*Table 4.2*  
*Value of Reliability*

No.	Variables	No. of Items	No. of items dropped	Cronbach's Alpha
1	Employee Retention	3	-	.876
2	Islamic HR Practice	23	-	.618
3	Supervisory Support	5	-	.658
4	Islamic Work Ethic	17	-	.814

According to the Table 4.2, that are showing the Cronbach's Alpha value for both variable is Dependent Variable and Independent Variable. The value of reliability below than 0.60 is poor, while the value in the range of 0.70 is acceptable and those value more than 0.80 is good (Sekaran and Bougie, 2010). However, there are some opinion of studies have considered the value of reliability 0.60 is acceptable value which are in the

range 0.60 to 0.90 value. From this measure, the results shows two (2) variables is still acceptable by some scholar which is Islamic HR Practice only 0.618 and Supervisory Support is 0.658.

#### 4.5 Descriptive Analysis

The descriptive analysis is the testing of assumptions that are involving to the variable in this study. These descriptive analyses are includes the variable mean, standard deviation, maximum value and minimum value (range of scores). There are result come out with both variable, three (3) Independent variables and one (1) Dependent variable are shown in Table 4.3 as below.

*Table 4.3*  
*Descriptive Analysis (n=180)*

No.	Variables	Mean	Standard Deviation	Min.	Max.
1.	Employee Retention	4.1852	.71102	2.00	5.00
2.	Islamic HR Practice	4.4459	.48716	3.22	6.65
3.	Supervisory Support	3.6911	.53829	2.40	5.00
4.	Islamic Work Ethic	4.1206	.37141	3.11	4.78

Table 4.3 representing the descriptive analysis, the mean value for employee retention is (M=4.1852, SD=.71102) with minimum value is 2.00 and maximum value is 5.00. Then,

the mean for Islamic HR Practice is ( $M=4.4459$ ,  $SD=.48716$ ) with minimum value 3.22 and maximum value is 6.65. The mean value for supervisory support is ( $M=3.6911$ ,  $SD=.53829$ ) with the value of minimum is 2.40 and maximum value is 5.00. The mean of Islamic work ethic is ( $M=4.1206$ ,  $SD=.37141$ ) with minimum value 3.11 and maximum value is 4.78.

The results of employee retention, Islamic HR practice and Islamic work ethic shows the value of mean are in range 4.1206, 4.1852 and 4.4459 which are considered highly being practiced in Education Department in Kedah (JPNK). However, these results for mean value have 3.6911 for supervisory support.

#### **4.6 Inferential Statistics**

Inferential statistics is used to come out the data and results through analysis to achieve the objectives of research in this study. The analysis of Independent Sample T-test, One-Way ANOVA, Pearson Correlation and Multiple Regression in inferential statistics are used to purpose for this research.

##### **4.6.1 Independent Sample T-test**

Independent sample t-test is applied to compare the scoring value of means for two different of groups in participants. Independent sample t-test in compare the sum of value in continuous variables is appropriate for both groups.



#### 4.6.1.1 Differences between gender and the employee retention

$H_0$ : There is no significant difference between gender and the employee retention in the organization.

$H_1$ : There is significant difference between gender and the employee retention in the organization.

Table 4.4

*Results of T-test for gender*

Group	Frequency	Mean	Std.Deviation	t-test	Significant
Male	104	4.2308	.69840	1.006	.319
Female	76	4.1228	.72794		

Based on Independent Sample t-test result for the gender divides to two groups is male and female for Muslim employee in JPNK. The value of mean for male is (4.2308) and higher than female is (4.1228). Then, the value for significant is 0.319 which is greater than 0.05 while  $H_0$  is retained. As a conclusion, at 95% confidence level, there is no significant difference between gender and the employee retention.

#### 4.6.1.2 Differences between position and the employee retention

$H_0$ : There is no significant difference between position and the employee retention in the organization.

H<sub>1</sub>: There is significant difference between position and the employee retention in the organization.

*Table 4.5*

*Results of T-test for position*

Group	Frequency	Mean	Std.Deviation	t-test	Significant
Management Staff	81	4.2551	.70567	1.179	.240
Supporting Staff	98	4.1293	.71737		

Based on Independent Sample t-test result for the position divides to two groups is management staff and supporting staff for Muslim employee in JPNK. The value of mean for management staff is (4.2551) and higher than supporting staff is (4.1293). Then, the value for significant is 0.240 which is greater than 0.05 while H<sub>0</sub> is retained. As a conclusion, at 95% confidence level, there is no significant difference between position and the employee retention.

#### **4.6.2 One-way ANOVA**

##### **4.6.2.1 Differences between age and the employee retention**

H<sub>0</sub>: There is no significant difference between age and the employee retention in the organization.

H<sub>1</sub>: There is significant difference between age and the employee retention in the organization.

*Table 4.6*

*Results of ANOVA for age*

Group	Frequency	Mean	Std.Deviation	F-value	Significant
21-30	13	4.1795	.81212	.141	.868
31-40	76	4.1535	.73119		
41 and above	91	4.2125	.68587		

Based on One-way ANOVA result for the age divides to four groups for Muslim employee in JPNK. The value of mean for range 21-30 is (4.1795), range 31-40 is (4.1535) and range for 41 and above is (4.2125). Then, the value for significant is 0.868 which is greater than 0.05 while H<sub>0</sub> is retained. As a conclusion, at 95% confidence level, there is no significant difference between age and the employee retention.

#### **4.6.2.2 Differences between education level and the employee retention**

H<sub>0</sub>: There is no significant difference between education level and the employee retention in the organization.

H<sub>1</sub>: There is significant difference between education level and the employee retention in the organization.

*Table 4.7*

*Results of ANOVA for education level*

Group	Frequency	Mean	Std.Deviation	F-value	Significant
SPM	43	4.1550	.71769	.429	.732
STPM/ Diploma	70	4.1810	.69200		
Bachelor	49	4.2653	.72642		
Master/PhD	18	4.0556	.76055		

Based on One-way ANOVA result for the education level divides to four groups for Muslim employee in JPNK. The value of mean for SPM is (4.1550), STPM/Diploma is (4.1810), Bachelor is (4.2653) and Master/PhD is (4.0556). Then, the value for significant is 0.732 which is greater than 0.05 while H<sub>0</sub> is retained. As a conclusion, at 95% confidence level, there is no significant difference between education level and the employee retention.

#### **4.6.2.3 Differences between sector and the employee retention**

H<sub>0</sub>: There is no significant difference between sector and the employee retention in the organization.

H<sub>1</sub>: There is significant difference between sector and the employee retention in the organization.

*Table 4.8*  
*Results of ANOVA for sector.*

<b>Group</b>	<b>Freq.</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>F- value</b>	<b>Sig.</b>
School management	22	4.0455	.66901	1.389	.197
Academic management	21	4.3968	.52302		
Private and special education	17	3.9216	.89388		
Human development	17	4.5098	.59064		
Islamic education	12	4.0278	.84636		
Assessment and examination	24	4.0278	.67328		
Service of management and development	51	4.2418	.73357		
Warranty and quality	11	4.0606	.69631		
Information management and ICT	1	4.6667	-		
Psychology and counseling	4	4.5000	.57735		

Based on One-Way ANOVA result for the sector group, the p-value is 0.197 which is greater than 0.05 while  $H_0$  is retained. As a conclusion, at 95% confidence level, there is no significant difference between sector and the employee retention.

#### **4.6.3 Correlation Analysis**

Referring to (Julie Pallant, 2016), correlation analysis is used to explain and describe the relationship between two variable. There are a number of different statistics available from IBM SPSS version 22 and depending on the measurement by existing in the nature environment data. The statistics analysis will give results of simple bivariate correlation which means between two variables. The data will tested by used the Pearson Correlation for this Correlation analysis.

The Pearson Correlation is designed for the continuous variables and Pearson Correlation ( $r$ ) should only take on values in the range of 1.00 to -1.00. Positive correlation means the sign out by indicated as one variable increases, so too does the other or for the negative correlation as one variable increase and the other decrease by the results of Correlation analysis.

##### **4.6.3.1 The relationship between the Islamic HR practice and the employee retention.**

$H_0$ : There is no significant positive relationship between Islamic HR practice and the employee retention.

$H_1$ : There is significant positive relationship between Islamic HR practice and the employee retention.

Table 4.9

Results of Correlation for Islamic HR practice (n=180)

Correlations		TA	TB
TA	Pearson Correlation	1	.121
	Sig. (2-tailed)		.106
	N	180	180
TB	Pearson Correlation	.121	1
	Sig. (2-tailed)	.106	
	N	180	180

\*\*. Correlation is significant at the level of 0.01 (2-tailed).

TA=Employee Retention      TB=Islamic HR Practice

According to Pearson Correlation test, the p-value is 0.000 which is smaller than 0.01. Hence,  $H_0$  is rejected. In conclusion, at 99% confidence level, there is significant positive relationship between Islamic HR practice and employee retention.

#### 4.6.3.2 The relationship between the supervisory support and the employee retention

$H_0$ : There is no significant positive relationship between supervisory support and the employee retention.

$H_1$ : There is significant positive relationship between supervisory support and the employee retention.

Table 4.10

Results of Correlation for supervisory support (n=180)

Correlations		TA	TC
TA	Pearson Correlation	1	.155*
	Sig. (2-tailed)		.038
	N	180	180
TC	Pearson Correlation	.155*	1
	Sig. (2-tailed)	.038	
	N	180	180

\*\* . Correlation is significant at the 0.05 level (2-tailed).

TA=Employee Retention      TC=Supervisory Support

According to Pearson Correlation test, the p-value is 0.000 which is smaller than 0.01. Hence, H<sub>0</sub> is rejected. In conclusion, at 99% confidence level, there is significant positive relationship between supervisory support and employee retention.

#### 4.6.3.3 The relationship between the Islamic work ethics and the employee retention

H<sub>0</sub>: There is no significant positive relationship between Islamic work ethic and the employee retention.

H<sub>1</sub>: There is significant positive relationship between Islamic work ethic and the employee retention.



Table 4.11

Results of Correlation for Islamic work ethic (n=180)

Correlations		TA	TD
TA	Pearson Correlation	1	.344**
	Sig. (2-tailed)		.000
	N	180	180
TD	Pearson Correlation	.344**	1
	Sig. (2-tailed)	.000	
	N	180	180

\*\* . Correlation is significant at the 0.01 level (2-tailed).

TA=Employee Retention      TD=Islamic Work Ethic

According to Pearson Correlation test, the p-value is 0.000 which is smaller than 0.01. Hence, H<sub>0</sub> is rejected. In conclusion, at 99% confidence level, there is significant positive relationship between Islamic work ethic and employee retention.

#### 4.6.4 Regression Analysis

The Regression Analysis is one of the fussier of the statistic technique and gives the value of assumptions about the set of data (Julie Pallant, 2016). Table 4.12 shows the result of the Multiple Regression Analysis.

##### 4.6.4.1 The influences of the Islamic HR practice, supervisory support and Islamic work ethics with employee retention.

H<sub>0</sub>: There is no significant influence between Islamic HR practice, supervisory support and Islamic work ethic with employee retention.

H<sub>1</sub>: There is a significant influence between Islamic HR practice, supervisory support and Islamic work ethic with employee retention.

Table 4.12

Model summary of regression

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.353 <sup>a</sup>	.125	.110	.67089

a. Predictors: (Constant), TD, TB, TC

b. Dependent Variable: TA

\*TA= Employee Retention (DP)

\*TB= Islamic HR Practice (IV)

\*TC= Supervisory Support (IV)

\*TD= Islamic Work Ethic (IV)

The value of R square by thus model regression summary has 0.125 showed that 12.5% of the variation is this organization for employee retention and it's explained by Islamic HR practice, supervisory support and Islamic work ethics.  $H_0$  is accepted while  $H_1$  is rejected.

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.353 <sup>a</sup>	.125	.110	.67089

a. Predictors: (Constant), TD, TB, TC

b. Dependent Variable: TA

\*TA= Employee Retention (DP)

\*TB= Islamic HR Practice (IV)

\*TC= Supervisory Support (IV)

\*TD= Islamic Work Ethic (IV)

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	11.277	3	3.759	8.351	.000 <sup>b</sup>
Residual	79.217	176	.450		
Total	90.494	179			

a. Dependent Variable: TA

b. Predictors: (Constant), TD, TB, TC

*Table 4.13*

*Coefficients for Regression Analysis*

<i>Coefficients for Regression Analysis</i>		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
Model					t	Sig.		
	(Constant)	1.631	.601		2.716	.007	.446	2.817
1	TB	-.078	.117	-.054	-.671	.503	-.309	.152
	TC	-.104	.116	-.079	-.893	.373	-.333	.126
	TD	.797	.183	.417	4.352	.000	.436	1.159

According to the terms value of Beta in that coefficient, the value for R-square is 0.125 while the value of F is 8.135 at (p= 0.000). The variance of employee retention is 12.5%, mean it's been significantly explained collective by the three (3) independent variables.

#### 4.7 Summary of Hypothesis Results

Hypothesis is mean as a logical relation is predictable at between two or more variables expressed in the results statement that are tested (Sekaran and Bougie, 2013). Based on the survey of research objective, there are have built the several hypothesis that needs to be tested. As a conclusion, for the Hypothesis 1,  $H_{a1}$ - $H_{a5}$  is accepted while for Hypothesis 2,  $H_{a1}$ - $H_{a5}$  is accepted. Lastly, for the multiple regression analysis for Hypothesis 3,  $H_{a1}$  are accepted. Table 4.14 shows the summary of results for the hypothesis that be tested.

Table 4.14

*Summary of Hypothesis of results*

No.	Hypotheses	Results
1.	<b>Hypothesis 1</b>	
	$H_{a1}$ – There is a significant difference between gender and the employee retention.	Fail to reject $H_0$ . Thus, $H_0$ is accepted, $H_a$ is rejected.
	$H_{a2}$ – There is a significant difference between age and the employee retention.	Fail to reject $H_0$ . Thus, $H_0$ is accepted, $H_a$ is rejected.
	$H_{a3}$ – There is a significant difference between education level and the employee retention.	Fail to reject $H_0$ . Thus, $H_0$ is accepted, $H_a$ is rejected.

H<sub>a4</sub> – There is a significant difference between position and the employee retention. Fail to reject H<sub>0</sub>. Thus, H<sub>0</sub> is accepted, H<sub>a</sub> is rejected.

H<sub>a5</sub> – There is a significant difference between sector and the employee retention. Fail to reject H<sub>0</sub>. Thus, H<sub>0</sub> is accepted, H<sub>a</sub> is rejected.

---

## 2. Hypothesis 2

H<sub>a1</sub> – There is a significant positive relationship between Islamic HR practice and the employee retention. H<sub>0</sub> is rejected, thus H<sub>a</sub> is accepted

H<sub>a2</sub> – There is a significant positive relationship between supervisory support and the employee retention. H<sub>0</sub> is rejected, thus H<sub>a</sub> is accepted

H<sub>a3</sub> – There is a significant positive relationship between Islamic work ethic and the employee retention. H<sub>0</sub> is rejected, thus H<sub>a</sub> is accepted

## 3. Hypothesis 3

H<sub>a1</sub> - There is a significant relationship between Islamic HR practice, supervisory support and Islamic work ethic on the employee retention. H<sub>0</sub> is rejected, thus H<sub>a</sub> is accepted

---

#### **4.8 Discussion**

The aim objective for this research is to explore which independent variables that were gives strongest contribution on employee retention to this organization. The independent that consist to this research are Islamic HR practice, supervisory support and Islamic work ethic. The research objectives for the study were formulated:

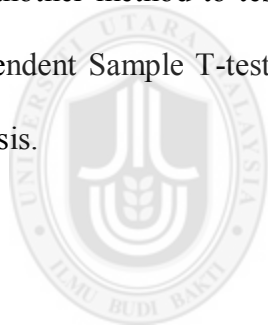
1. To determine the relationship between demographic factor and employee retention.
2. To examine the relationship between Islamic HR practices, supervisory support and Islamic work ethic and employee retention.
3. To identify which most influences in relationship on employee retention.

The independent variable which Islamic HR practice, supervisory support and Islamic work ethic are tested by used the descriptive analysis where the values of mean for every each variable are measured. Basically, all independent variable shows high level for the value of mean frequencies that are in the range 4.4459 and 4.1206 while followed by 3.6911 as stated in Table 4.3 above.

Referring to the Table 4.3 above, there were state Islamic HR practice (4.4459) is contributes the high value level for employee retention in Education Department of Kedah (JPNK). This is followed by Islamic work ethic (4.1206) and lastly shows to supervisory support with the lowest value level with (3.6911). This proves that all independent variables have been used in JPNK against all their employees, which can be explained that IHRP is the variable that most significantly affects this study.

#### **4.9 Summary**

In this chapter, the results and discussion are employed by the researcher and used utilizes several tools to tested all variables. The researcher also discusses data that were collected by analysis results. This research got the data response by 180 respondents from JPNK among their employee. Furthermore, for the research relationship consist by Islamic HR practice, supervisory support and Islamic work ethic are used as independent variables and test their relationship that influence on employee retention for JPNK. In data analysis, the researcher was indicated IBMSPSS Version of 22 then, the researcher used another method to test the data such as Descriptive Analysis, Reliability Analysis, Independent Sample T-test, ANOVA, Pearson Correlation test and Multiple Regression Analysis.



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## **CHAPTER 5**

### **RECOMMENDATION AND CONCLUSION**

#### **5.1 Introduction**

This chapter will explain about the implication and limitation of the study that are conducted by the researcher in the previous study. The researcher also will provide the recommendation for this study to employee retention in Education Department of Kedah (JPKN). It is because can help and give some suggestion to the organization in improving their weakness or to achieve the organizational goals and objective.

However, the researcher also will prepared and give some benefits recommendations for the future researcher in exploring more about this study and give some contribution towards JPKN or another organizational are related. This part ending with the conclusion and it is can be used to conclude or summarize about this research.

#### **5.2 Implication**

According to the results obtained from the analysis test on this study, it can be seen that every variable is significant and gives a positive relationship between both variable to the employee retention in JPKN. Plus, by practicing all independent variables towards on the employee retention to enhance the organizational achieve target to their vision and mission.



This research is conducted based on relationship between the Islamic HR practice, supervisory support and Islamic work ethic on employee retention. However, the variables can determine which one can give more impact to employee to stay in the organization. In terms of Islamic part that already explain in the literature and this research also may can be reduce the knowledge gap in the relationship between them. Furthermore, this research can give benefits and become a reference to another organization to manage and lead their employee especially in retention to stay in their organizational.

### **5.3 Limitation of study**

The research limitation has several limits to get the findings are obtaining from all respondent that participated in the study. However, there are still has challenges and limitations to determine which organization as a focus. The first limitation is how to fix the number of respondent in JPNK as research respondent. Then, the researches just choose and focus directly to Education Department of Kedah (JPNK) among the department of government.

As is known to all, there were few the department of government in Kedah for example Government Office (SUK), State Government Office and Wisma KPNK that may has relationship between the employee retention with Islamic perspectives. The department by government was chosen because they have higher tendency to implement Islamic value in the Islamic HR practices and Islamic work ethics

#### 5.4 Recommendation for the organization.

Referring from the results and discussion for the study in JPNK, it is can be explain and shows that JPNK already have good and high relationship between employee towards the retention to stay. However, they still have some factors to improving that their employee stays in the organization with the right reason and applied the Islamic practices on their work. In Islamic teaching, there already mention about practicing during work with ethics and attitudes followed the guide that are stated in the Al-Quran and the Hadith. It is because can help for every our work got the blessing and *barakah* by Allah S.W.T.

The Islamic HR practice improve that the respondent applied in their work and show the effect for retention to stay. It is because related with human resource practice should have term Islamic such as the correct time and value of payment, understanding the religion in daily work, never forget to do the training with Islamic knowledge, and stressed to employee about performance as a good workers.

However, supervisor also important person to be a role model towards their employees. It is because, every each employee need the leader or person in charge as guider in the right direction. Supervisor can support their team with many ways and alternative either directly or indirectly teaching. So that, based on the results show supervisory support also helping in the employee retention in JPNK.

Lastly, focus to Islamic work ethic that are related with Islamic term such as trust (*amanah*), fairness, honesty, justice and worship (*ibadah*). Therefore, all the activities in organization followed the guideline from the concept in the Al-Quran and the Hadith. Hence, everyone should follow the behavior and attitude by The Prophet Muhammad ﷺ

as our leader that was given from Allah S.W.T as the *khalifah* either in saying, action and *ikrar* (pengakuan). Nobody can unbeatable with our Prophet Muhammad ﷺ and he is the only role man on earth.

### **5.5 Recommendation for further researcher.**

This research has been conducted in government departments where the focus is on JPNK's employees as the respondents for questionnaire. The results obtained can be used as a guide to managing retention of employees related to Islamic values especially in human resource management.

The result of this relationship can also help to ensure the retention of workers fairly and smoothly as applied to government management on organization retention, recruitment and restructuring. Another recommendation or suggestion that can share is perhaps its can be conducted to non-Muslim respondents in the organization so that researchers can make similarities and differences between two (2) respondents statuses.

### **5.6 Conclusion**

The research is show studying to identify the relationship between Islamic HR practice, supervisory support and Islamic work ethic on employee retention. Based on the objective of research, the study use quantitative research approach the respondent to get the data and results. The questionnaires were distribute to 200 respondent where chosen by calculate (Krejcie and Morgan, 1970) style and get the return of questionnaire, the total is 180 respondent from JPNK.

In total of respondent, 180 involve to all Muslims respondent and acted as respondents for this study. Based on the data collection on results analysis, there show the relationship between Islamic work ethic more effectiveness and efficiencies on employee retention in JPNK. It is important because the organizational can have shariah-compliant employee and help to achieve the goals or objective in their organizational.

This research also can expand to non-Muslim or conventional to apply the ethics and practices in their works task. The researcher was conducted to another sample and shows the confirmation by previous studies while proving the results.



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## **APPENDICES**

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**APPENDIX A: QUESTIONNAIRE**

**APPENDIX B: FREQUENCY ANALYSIS**

**APPENDIX C: DESCRIPTIVE ANALYSIS**

**APPENDIX D: RELIABILITY ANALYSIS**

**APPENDIX E: NORMALITY TEST**

**APPENDIX F: INDEPENDENT SIMPLE T-TEST**

**APPENDIX G: ONE-WAY ANOVA**

**APPENDIX H: CORRELATION**

**APPENDIX I: MULTIPLE REGRESSIONS**

**APPENDIX J: LIST NAME OF RESPONDENTS**

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# **APPENDIX A**



## **QUESTIONNAIRE**

No. Respondent:

Date:



**Pusat Pengajian Perniagaan Islam**  
ISLAMIC BUSINESS SCHOOL  
كلية إدارة الأعمال الإسلامية  
**Universiti Utara Malaysia**

## RELATIONSHIP BETWEEN ISLAMIC HUMAN RESOURCE PRACTICES, SUPERVISORY SUPPORT AND ISLAMIC WORK ETHICS (IWE) ON EMPLOYEE RETENTION

Dear respondent,

Thank you for agreeing to participate in this research.

I would appreciate if you can answer the questions carefully because the information you provide will influence the accuracy and success of this study. The questionnaire is proposed to identify Islamic human resource practices, supervisory support and ethical work ethics on retention of employees. It will take no more than 20 minutes to complete and complete the questionnaire.

The information gathered through this questionnaire is very important for researchers to achieve the goal of research and goals to meet the needs of study in Master of Islamic Business Studies (MIBS). All information you provide will be CONFIDENTIAL and only for ACADEMIC RESEARCH PAPER. Thank you for your cooperation and support for this study.

If you have any questions about this research, you may contact me at the contact details below. Thank you for your cooperation and time to answer this question.

Sincerely,

Nur Yusra Afifah Binti Nasharudin.  
Master of Islamic Business Studies (MIBS)  
Universiti Utara Malaysia (UUM)  
Mobile phone: +60178539047  
Email: [yusrafifahgc@gmail.com](mailto:yusrafifahgc@gmail.com)

## Part 1: Demographic Profile

Please tick (/) in the appropriate box.

1	Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
2	Age	<input type="checkbox"/> Below than 20 <input type="checkbox"/> 21-30 <input type="checkbox"/> 31-40 <input type="checkbox"/> 41 and above
3	Level of education	<input type="checkbox"/> SPM <input type="checkbox"/> STPM/ Diploma <input type="checkbox"/> Bachelor <input type="checkbox"/> Master/PhD
4	Position	<input type="checkbox"/> Management staff <input type="checkbox"/> Support staff

5	Sector	<div data-bbox="641 226 695 283"><input type="checkbox"/></div> School management <div data-bbox="641 325 695 382"><input type="checkbox"/></div> Academic management <div data-bbox="641 424 695 480"><input type="checkbox"/></div> Private and special education <div data-bbox="641 522 695 579"><input type="checkbox"/></div> Human development <div data-bbox="641 621 695 678"><input type="checkbox"/></div> Islamic education <div data-bbox="641 720 695 777"><input type="checkbox"/></div> Assessment and examination <div data-bbox="641 819 695 875"><input type="checkbox"/></div> Service of management and development <div data-bbox="641 917 695 974"><input type="checkbox"/></div> Warranty and quality <div data-bbox="641 1016 695 1073"><input type="checkbox"/></div> Information management and ICT <div data-bbox="641 1115 695 1171"><input type="checkbox"/></div> Psychology and counseling
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**Part 2:** Please read each statement and illustrate how much you agree or disagree with selecting the following scale. Please write a number based on the 5-Point Likert Scale.

<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
1	2	3	4	5

### **A- Employee Retention**

A1	I am likely to continue working in this organization.	1	2	3	4	5
A2	I intend to continue working for this organization.	1	2	3	4	5
A3	I plan to continue working for this organization.	1	2	3	4	5

### **B- Islamic Human Resource Practice**

B	As a good Muslim will be a good worker	1	2	3	4	5
B1	Islamic practices such as prayer & fasting by workers are very important	1	2	3	4	5
B2	Realizing the need for Islam in paying salaries to employees	1	2	3	4	5
B3	Islamic understanding is an important criterion in choosing a worker	1	2	3	4	5
B4	Employees will be asked questions about the understanding of Islam in the interview	1	2	3	4	5

B5	Controlling Muslim training programs for employees on a regular basis	1	2	3	4	5
B6	Organizations use Islamic criteria in the selection of workers	1	2	3	4	5
B7	Training in this organization is implemented periodically	1	2	3	4	5
B8	Encourage training to employees seriously	1	2	3	4	5
B9	It is the employer's responsibility to pay the workers' wages in due course	1	2	3	4	5
B10	Encourage employees to seek knowledge	1	2	3	4	5
B11	Emphasize to improve one's achievement	1	2	3	4	5
B12	Evaluate employee competence and interests	1	2	3	4	5
B13	Fair performance assessment for all employees	1	2	3	4	5
B14	Measure employee performance regularly	1	2	3	4	5
B15	Do not practice any favoritism in assessing performance	1	2	3	4	5
B16	Justice & honesty in assessing employee performance	1	2	3	4	5
B17	Employee reward based on their performance	1	2	3	4	5
B18	Provide adequate compensation for additional work	1	2	3	4	5
B19	The compensation policy for workers is rational	1	2	3	4	5



B20	Sufficient compensation for retired workers	1	2	3	4	5
B21	Select a competent and honest employee	1	2	3	4	5
B22	Islamic approach to recruiting & selecting potential workers	1	2	3	4	5

### **C- Supervisory Support**

C1	My supervisor looks for opportunities to praise the performance of positive employees, both individually and in the presence of others	1	2	3	4	5
C2	I feel comfortable under the assessment by my supervisor	1	2	3	4	5
C3	My supervisor has never dropped out any feedback on how I finish my work	1	2	3	4	5
C4	My supervisor rarely recognizes employees for good work	1	2	3	4	5
C5	My supervisor often tells me how I think to work.	1	2	3	4	5

### **D- Islamic Work Ethic**

D1	Laziness is a bad habit	1	2	3	4	5
D2	Dedication to work is virtue	1	2	3	4	5
D3	Good work benefits both yourself and others	1	2	3	4	5
D4	Justice and generosity in the workplace are the	1	2	3	4	5

	conditions required for the welfare of society					
D5	Producing more than enough to meet one's personal needs contributes to the overall prosperity of society	1	2	3	4	5
D6	People must perform the task as best they can	1	2	3	4	5
D7	Work does not end in itself but is a way to foster personal growth and social relationships	1	2	3	4	5
D8	Life has no meaning without work	1	2	3	4	5
D9	More leisure is good for the community	1	2	3	4	5
D10	Human relationships in organizations should be emphasized and encouraged	1	2	3	4	5
D11	Work allows one to control nature	1	2	3	4	5
D12	Creative work is a source of happiness and accomplishment	1	2	3	4	5
D13	Any person who works is more likely to continue living	1	2	3	4	5
D14	Work gives one chance to be free	1	2	3	4	5
D15	Successful people are people who meet deadlines at work	1	2	3	4	5
D16	People should always work hard to fulfill their responsibilities	1	2	3	4	5
D17	The value of work is derived from accompanying intentions and not decisions	1	2	3	4	5

THANK YOU SOO MUCH  
FOR YOUR GREAT TIME!!!

## **APPENDIX B**



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## **FREQUENCY ANALYSIS**

### Gender

N	Valid	180
	Missing	0
	Minimum	1
	Maximum	2

### GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	104	57.8	57.8	57.8
	FEMALE	76	42.2	42.2	100.0
	Total	180	100.0	100.0	

### Age

N	Valid	180
	Missing	0
	Minimum	2
	Maximum	4

### AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 Y/O	13	7.2	7.2	7.2
	31-40 Y/O	76	42.2	42.2	49.4
	ABOVE 41 Y/O	91	50.6	50.6	100.0
	Total	180	100.0	100.0	

### Education

N	Valid	180
	Missing	0
	Minimum	1
	Maximum	4

### Position

N	Valid	180
	Missing	0
	Minimum	1
	Maximum	3



### POSITION

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid MANAGEMENT STAFF	81	45.0	45.0	45.0
SUPPORT STAFF	98	54.4	54.4	99.4
3	1	.6	.6	100.0
Total	180	100.0	100.0	

### Sector

N	Valid	180
	Missing	0
	Minimum	1
	Maximum	10

# SECTOR

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SCHOOL MANAGEMENT	22	12.2	12.2	12.2
	ACADEMIC MANAGEMENT	21	11.7	11.7	23.9
	SPECIAL AND PRIVATE EDUCATION	17	9.4	9.4	33.3
	HUMAN DEVELOPMENT	17	9.4	9.4	42.8
	ISLAMIC EDUCATION	12	6.7	6.7	49.4
	ASSESSMENT AND EXAMINATION	24	13.3	13.3	62.8
	SERVICE MANAGEMENT AND DEVELOPMENT	51	28.3	28.3	91.1
	WARRANTY AND QUALITY INFORMATION	11	6.1	6.1	97.2
	MANAGEMENT AND ICT	1	.6	.6	97.8
	PSHYCOLOGY AND COUNSELING	4	2.2	2.2	100.0
	Total	180	100.0	100.0	

## **APPENDIX C**

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## **DESCRIPTIVE ANALYSIS**

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
GENDER	180	1	2	1.42	.495
AGE	180	2	4	3.43	.626
EDU	180	1	4	2.23	.928
POSITION	180	1	3	1.56	.509
SECTOR	180	1	10	4.89	2.441
Valid N (listwise)	180				

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
A1	180	2	5	4.05	.854
A2	180	1	5	4.26	.763
A3	180	2	5	4.25	.761
Valid N (listwise)	180				



# Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
B	180	3	5	4.72	.488
B1	180	3	5	4.79	.419
B2	180	3	5	4.71	.492
B3	180	2	5	4.33	.667
B4	180	2	5	3.94	.738
B5	180	2	5	4.28	.635
B6	180	2	5	4.13	.750
B7	180	3	5	4.18	.630
B8	180	2	5	4.28	.617
B9	180	4	5	4.67	.473
B10	180	4	55	5.45	6.487
B11	180	2	5	4.37	.700
B12	180	3	5	4.42	.539
B13	180	2	5	4.61	.573
B14	180	3	5	4.22	.612
B15	180	3	5	4.64	.567
B16	180	3	5	4.60	.545
B17	180	2	5	4.34	.734
B18	180	1	5	4.15	.849
B19	180	2	5	4.14	.803
B20	180	2	5	4.43	.701
B21	180	3	5	4.58	.549
B22	179	2	5	4.28	.727
Valid N (listwise)	179				

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
C1	180	2	5	4.01	.736
C2	180	3	5	4.22	.555
C3	180	2	5	3.98	.717
C4	180	1	5	2.63	1.205
C5	180	2	5	3.62	.785
Valid N (listwise)	180				



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### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
D1	180	1	5	4.62	.756
D2	180	3	5	4.53	.611
D3	180	3	5	4.74	.453
D4	180	2	5	4.48	.602
D5	179	3	5	4.30	.652
D6	180	2	5	4.56	.609

D7	180	3	5	4.42	.579
D8	180	2	5	4.14	.799
D9	180	1	5	3.36	1.132
D10	180	2	5	4.31	.644
D11	180	1	5	3.78	.869
D12	180	3	5	4.26	.580
D13	180	2	5	4.22	.695
D14	180	1	5	3.56	.879
D15	180	2	5	3.77	.833
D16	180	2	5	4.37	.588
D17	180	2	5	4.13	.784
D9R	180	1	5	2.64	1.132
Valid N (listwise)	179				

## **APPENDIX D**



## **RELIABILITY ANALYSIS**

### Case Processing Summary

		N	%
Cases	Valid	180	100.0
	Excluded <sup>a</sup>	0	.0
	Total	180	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha <sup>a</sup>	N of Items
-.092	5

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

### Item Statistics

	Mean	Std. Deviation	N
GENDER	1.42	.495	180
AGE	3.43	.626	180
EDU	2.23	.928	180
POSITION	1.56	.509	180
SECTOR	4.89	2.441	180

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
GENDER	12.12	6.506	.173	-.198 <sup>a</sup>
AGE	10.11	7.436	-.187	.019
EDU	11.31	7.454	-.222	.107
POSITION	11.98	6.776	.058	-.134 <sup>a</sup>
SECTOR	8.64	1.113	.022	-.773 <sup>a</sup>

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.



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#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
13.54	7.188	2.681	5

## SCALE: EMPLOYEE RETENTION

**Case Processing Summary**

		N	%
Cases	Valid	180	100.0
	Excluded <sup>a</sup>	0	.0
	Total	180	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.876	3

**Item Statistics**

	Mean	Std. Deviation	N
A1	4.05	.854	180
A2	4.26	.763	180
A3	4.25	.761	180

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
A1	8.51	2.061	.717	.873
A2	8.30	2.178	.795	.798
A3	8.31	2.202	.783	.809

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
12.56	4.550	2.133	3



## SCALE: ISLAMIC HR PRACTICE

### Case Processing Summary

		N	%
Cases	Valid	179	99.4
	Excluded <sup>a</sup>	1	.6
	Total	180	100.0

### Reliability Statistics

Cronbach's Alpha	N of Items
.618	23

### Item Statistics

	Mean	Std. Deviation	N
B	4.72	.488	179
B1	4.79	.420	179
B2	4.70	.493	179
B3	4.32	.667	179
B4	3.94	.736	179
B5	4.27	.634	179
B6	4.13	.750	179
B7	4.18	.628	179
B8	4.27	.616	179
B9	4.66	.473	179
B10	5.45	6.505	179
B11	4.36	.701	179
B12	4.42	.538	179
B13	4.61	.574	179
B14	4.22	.611	179
B15	4.64	.568	179
B16	4.60	.546	179
B17	4.34	.734	179
B18	4.15	.849	179
B19	4.13	.803	179
B20	4.42	.702	179
B21	4.58	.549	179
B22	4.28	.727	179

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
B	97.47	124.206	.081	.617
B1	97.39	121.206	.427	.606
B2	97.48	119.509	.517	.600
B3	97.86	120.885	.273	.607
B4	98.25	121.130	.226	.609
B5	97.91	117.071	.573	.593
B6	98.06	119.019	.351	.601
B7	98.01	117.500	.546	.594
B8	97.91	116.880	.606	.592
B9	97.52	119.375	.554	.600
B10	96.73	75.894	.063	.924
B11	97.82	118.732	.400	.600
B12	97.77	118.057	.597	.595
B13	97.58	117.897	.570	.595
B14	97.97	118.167	.511	.597
B15	97.55	118.317	.542	.597
B16	97.59	117.693	.620	.594
B17	97.85	114.949	.625	.585
B18	98.04	117.633	.379	.598
B19	98.05	115.879	.509	.590
B20	97.76	116.341	.561	.591
B21	97.61	117.475	.634	.593
B22	97.91	119.390	.341	.603

## SCALE: SUPERVISORY SUPPORT

**Case Processing Summary**

		N	%
Cases	Valid	180	100.0
	Excluded <sup>a</sup>	0	.0
	Total	180	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.658	5

**Item Statistics**

	Mean	Std. Deviation	N
C1	4.01	.736	180
C2	4.22	.555	180
C3	3.98	.717	180
C4	2.63	1.205	180
C5	3.62	.785	180

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
C1	14.45	4.964	.530	.557
C2	14.23	5.722	.457	.605
C3	14.48	4.787	.620	.520
C4	15.83	5.060	.135	.812
C5	14.83	4.631	.591	.523

#### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18.46	7.244	2.691	5

## SCALE: ISLAMIC WORK ETHIC

**Case Processing Summary**

		N	%
Cases	Valid	179	99.4
	Excluded <sup>a</sup>	1	.6
	Total	180	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.814	18

**Item Statistics**

	Mean	Std. Deviation	N
D1	4.62	.758	179
D2	4.53	.612	179
D3	4.74	.454	179
D4	4.48	.603	179
D5	4.30	.652	179
D6	4.55	.610	179
D7	4.42	.579	179
D8	4.14	.799	179
D9	3.35	1.128	179
D10	4.30	.644	179
D11	3.77	.866	179
D12	4.25	.579	179
D13	4.21	.695	179
D14	3.55	.875	179
D15	3.76	.830	179
D16	4.36	.587	179
D17	4.12	.784	179
D9R	2.65	1.128	179

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
D1	69.49	41.173	.251	.813
D2	69.58	39.627	.543	.798
D3	69.37	41.066	.501	.803
D4	69.63	39.022	.637	.794
D5	69.80	38.619	.634	.793
D6	69.55	39.249	.597	.796
D7	69.69	39.362	.618	.795
D8	69.97	38.224	.539	.796
D9	70.76	42.700	.014	.840
D10	69.80	39.978	.466	.802
D11	70.34	37.157	.594	.791
D12	69.85	39.664	.574	.797
D13	69.89	38.376	.619	.793
D14	70.56	38.551	.448	.802
D15	70.35	37.149	.627	.790
D16	69.74	39.945	.525	.800
D17	69.98	39.118	.454	.801
D9R	71.45	48.215	-.338	.865

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
74.11	44.185	6.647	18

## **APPENDIX E**



## **NORMALITY TEST**

### Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
A1	180	100.0%	0	0.0%	180	100.0%
A2	180	100.0%	0	0.0%	180	100.0%
A3	180	100.0%	0	0.0%	180	100.0%

### Descriptives

		Statistic	Std. Error
A1	Mean	4.05	.064
	95% Confidence Interval for Mean		
	Lower Bound	3.92	
	Upper Bound	4.18	
	5% Trimmed Mean	4.11	
	Median	4.00	
	Variance	.729	
	Std. Deviation	.854	
	Minimum	2	
	Maximum	5	
	Range	3	
	Interquartile Range	1	
	Skewness	-.695	.181
	Kurtosis	-.049	.360
A2	Mean	4.26	.057
	95% Confidence Interval for Mean		
	Lower Bound	4.14	
	Upper Bound	4.37	
	5% Trimmed Mean	4.31	
	Median	4.00	
	Variance	.582	
	Std. Deviation	.763	
	Minimum	1	
	Maximum	5	
	Range	4	

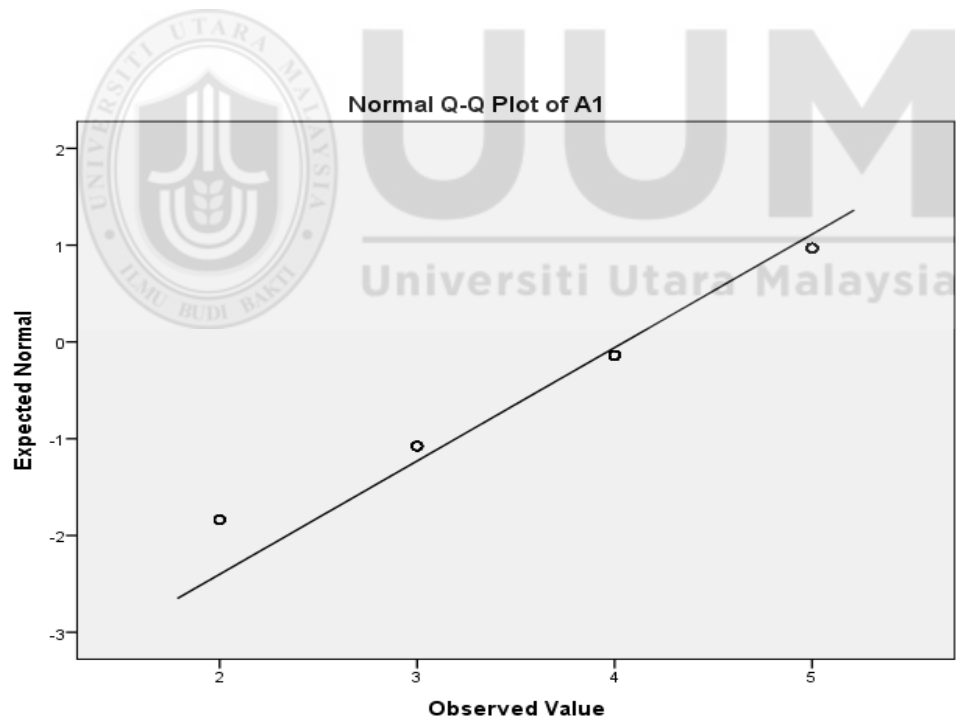
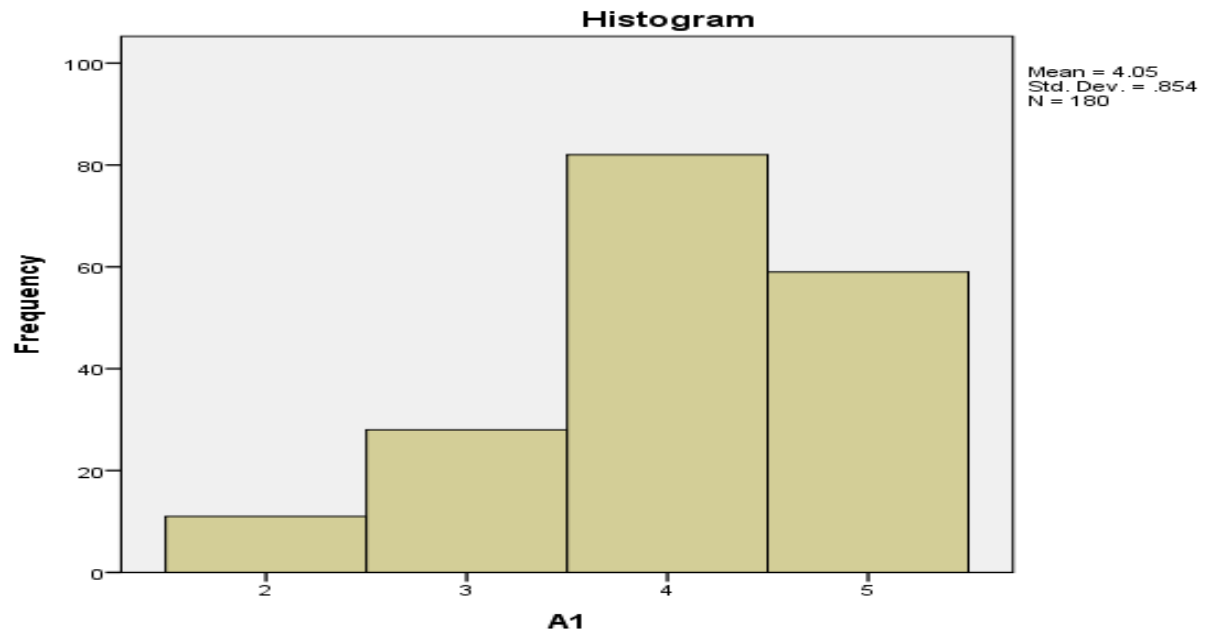


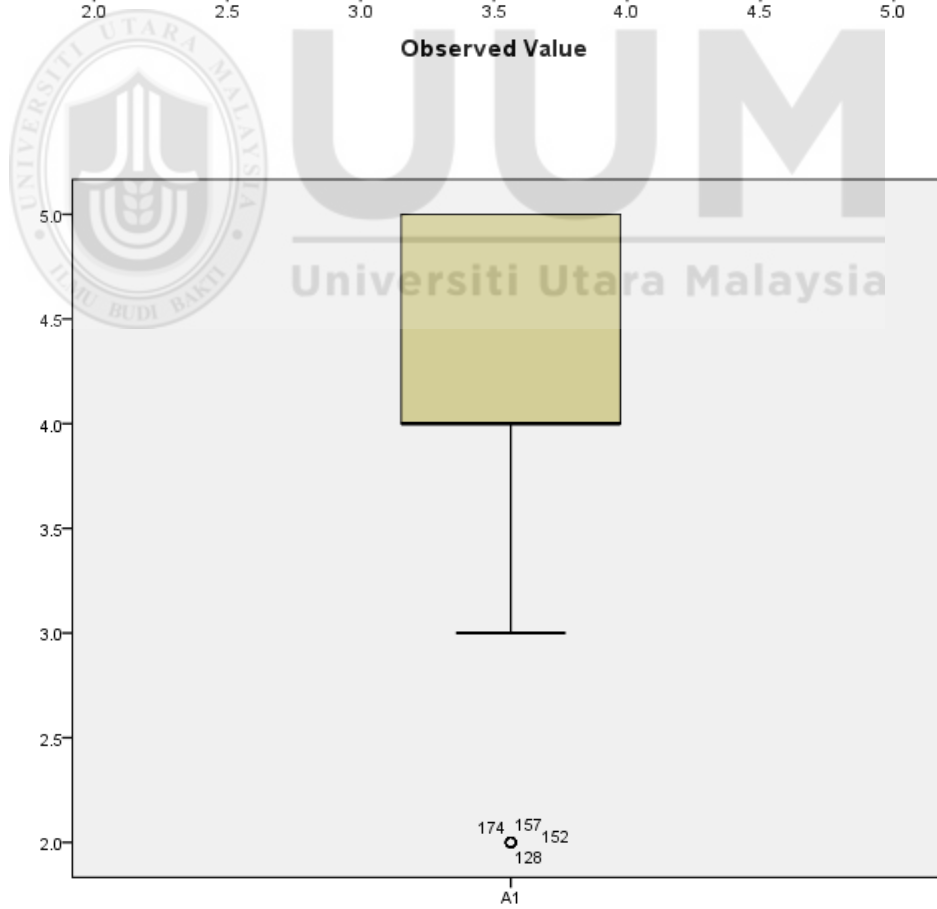
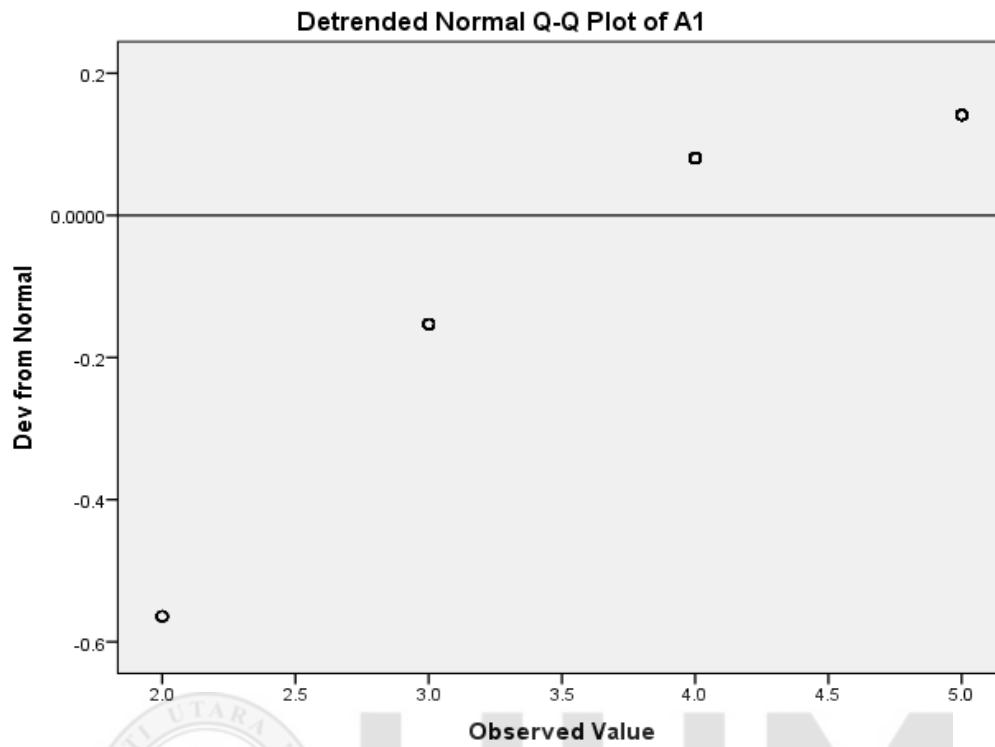
A3	Interquartile Range	1	
	Skewness	-1.003	.181
	Kurtosis	1.430	.360
	Mean	4.25	.057
	95% Confidence Interval for Mean	Lower Bound	4.14
		Upper Bound	4.36
	5% Trimmed Mean	4.32	
	Median	4.00	
	Variance	.580	
	Std. Deviation	.761	
	Minimum	2	
	Maximum	5	
	Range	3	
	Interquartile Range	1	
	Skewness	-.994	.181
	Kurtosis	1.025	.360

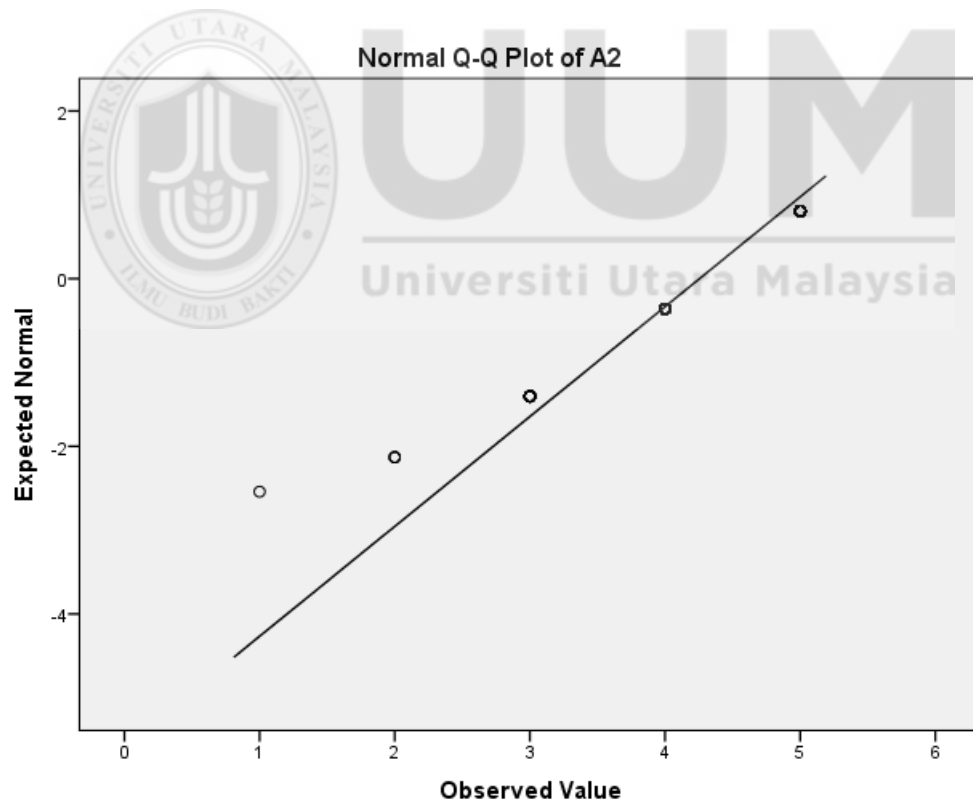
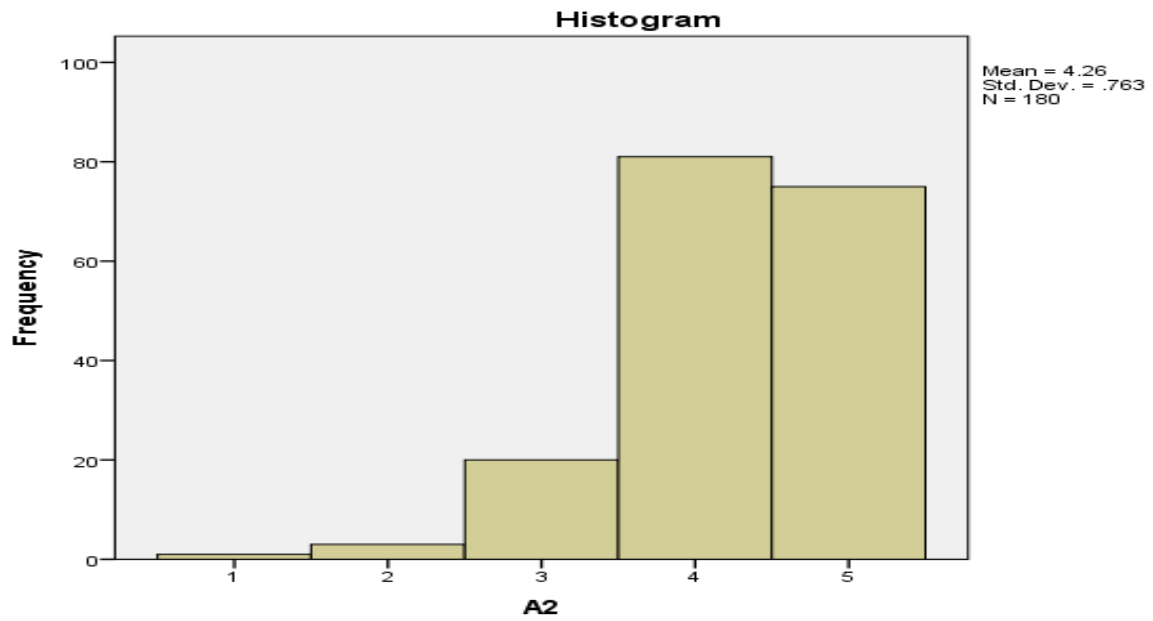
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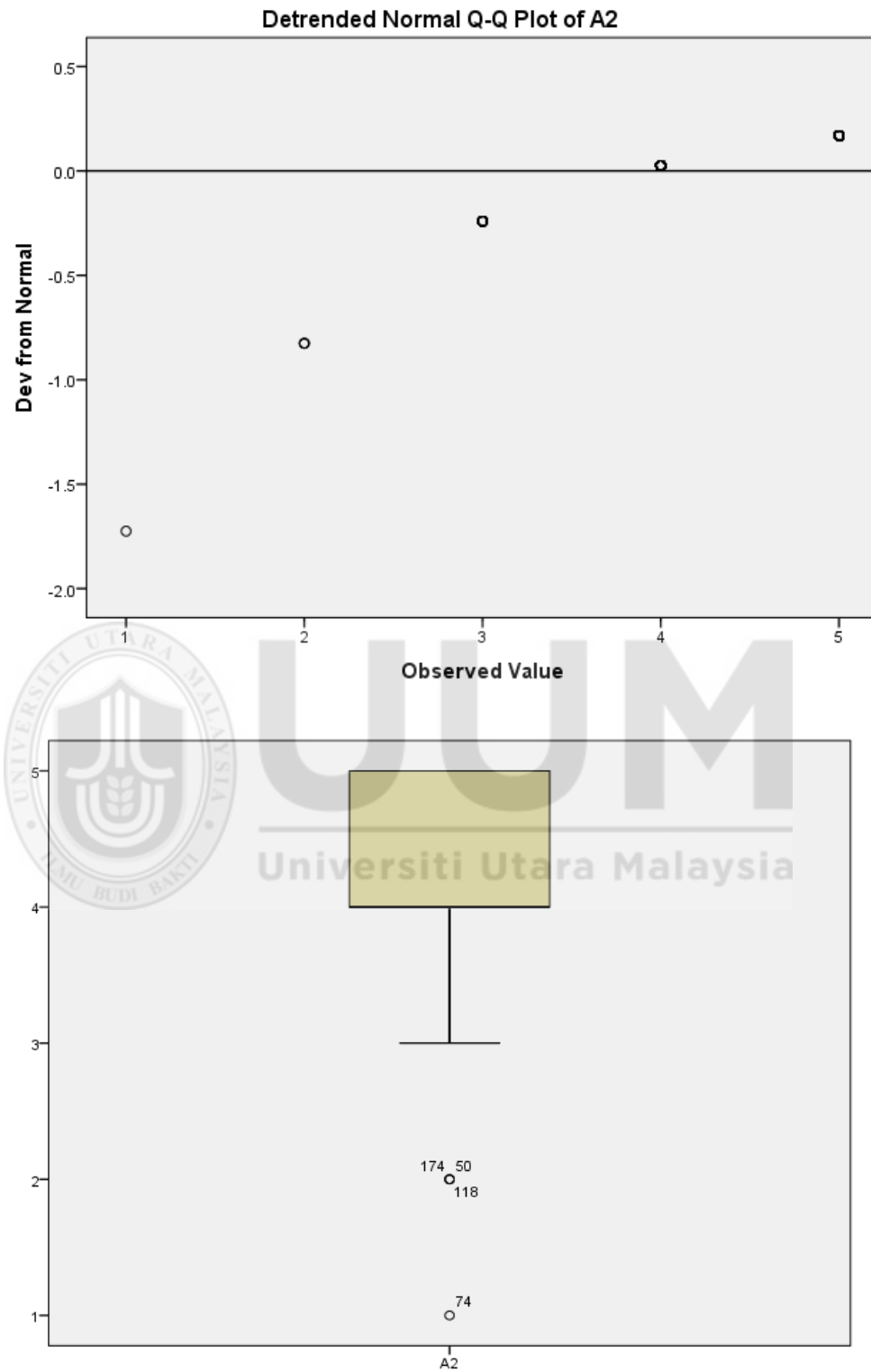
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
A1	.260	180	.000	.829	180	.000
A2	.252	180	.000	.786	180	.000
A3	.255	180	.000	.774	180	.000

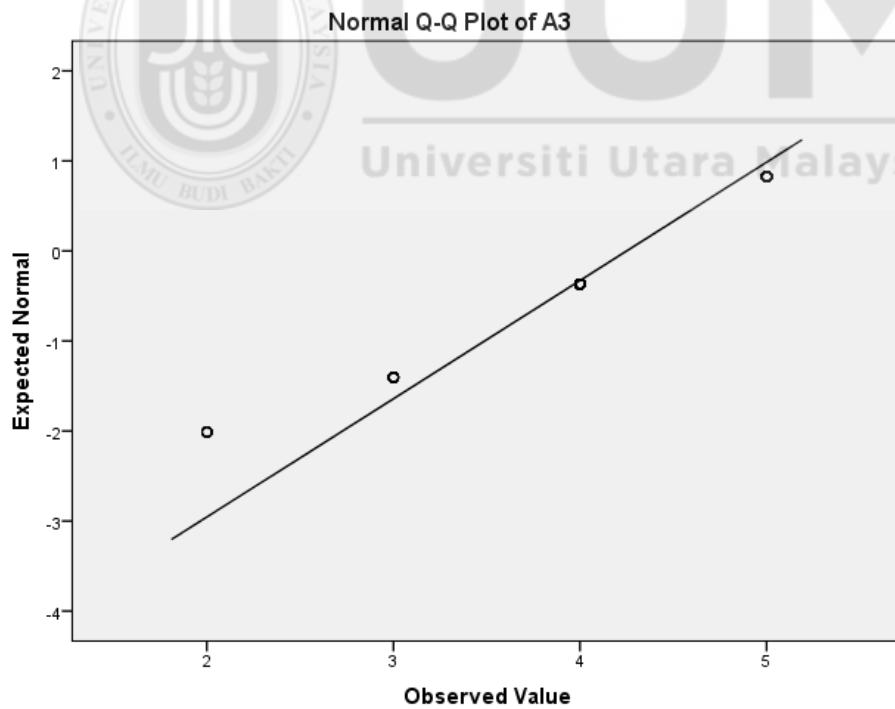
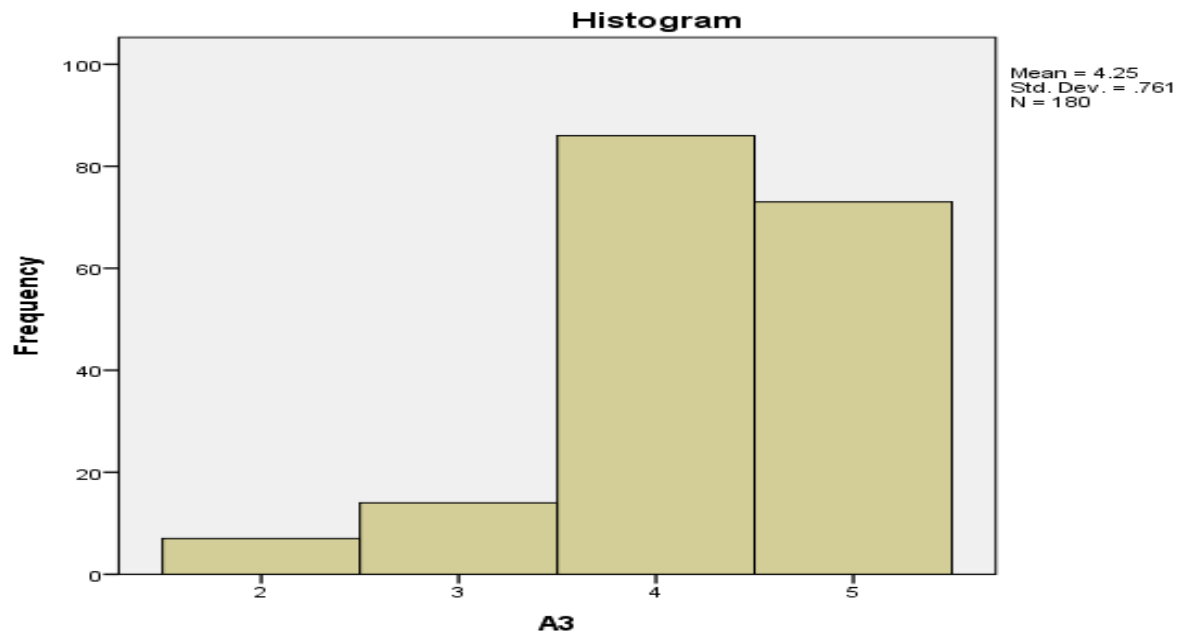
a. Lilliefors Significance Correction

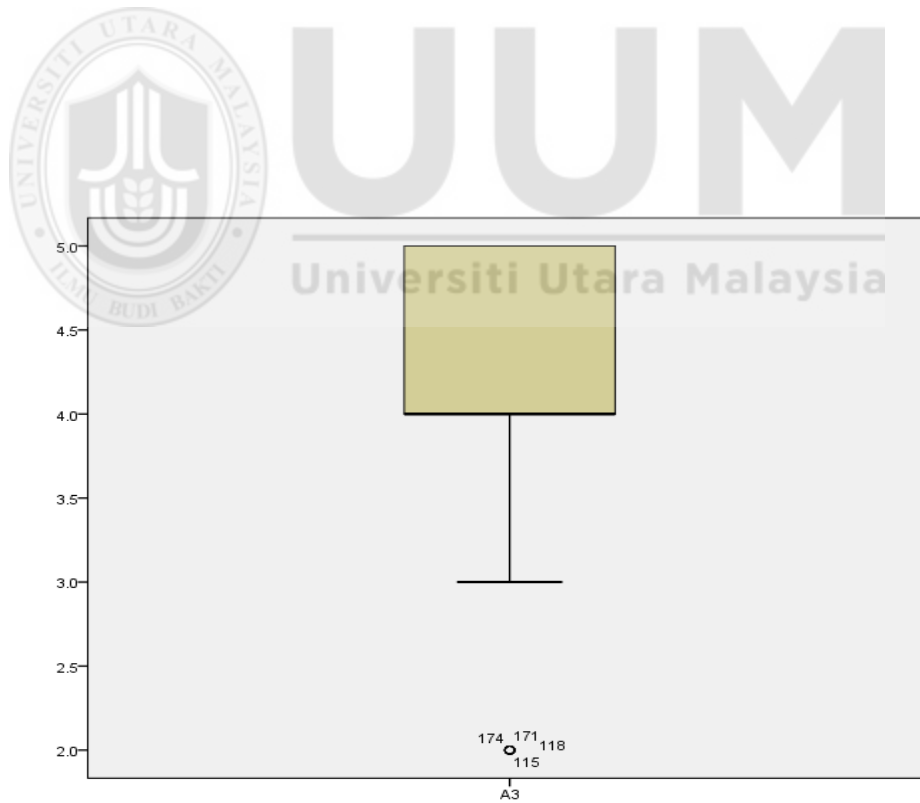
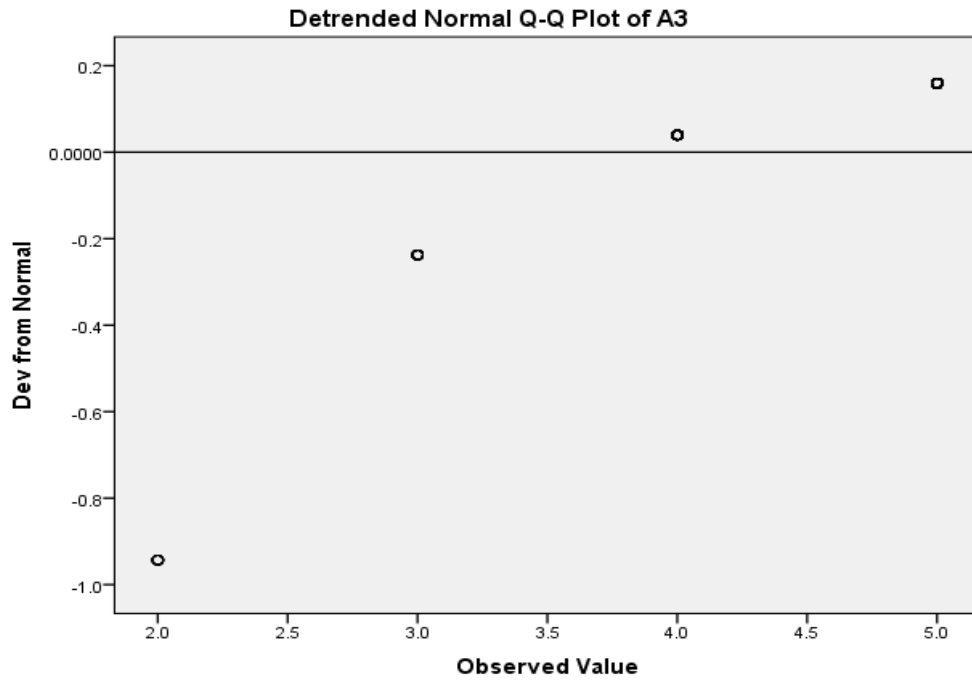












## **APPENDIX F**

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### **INDEPENDENT SIMPLE T-TEST**



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### Group Statistics

	GENDER	N	Mean	Std. Deviation	Std. Error Mean
TA	MALE	104	4.2308	.69840	.06848
	FEMALE	76	4.1228	.72794	.08350

### Independent Samples Test

		Levene's Test for Equality of Variances	
		F	Sig.
TA	Equal variances assumed	.159	.691
	Equal variances not assumed		

### Robust Tests of Equality of Means

TA

	Statistic <sup>a</sup>	df1	df2	Sig.
Welch	.391	3	63.180	.760
Brown-Forsythe	.414	3	105.618	.744

a. Asymptotically F distributed.

### Group Statistics

	POSITION	N	Mean	Std. Deviation	Std. Error Mean
TA	MANAGEMENT STAFF	81	4.2551	.70567	.07841
	SUPPORT STAFF	98	4.1293	.71737	.07247

### Independent sample t-test

		Levene's Test for Equality of Variances	
		F	Sig.
TA	Equal variances assumed	.042	.838
	Equal variances not assumed		

# **APPENDIX G**



	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
21-30 Y/O	13	4.1795	.81212	.22524	3.6887	4.6702
31-40 Y/O	76	4.1535	.73119	.08387	3.9864	4.3206
ABOVE 41 Y/O	91	4.2125	.68587	.07190	4.0696	4.3553
Total	180	4.1852	.71102	.05300	4.0806	4.2898

### Test of Homogeneity of Variances

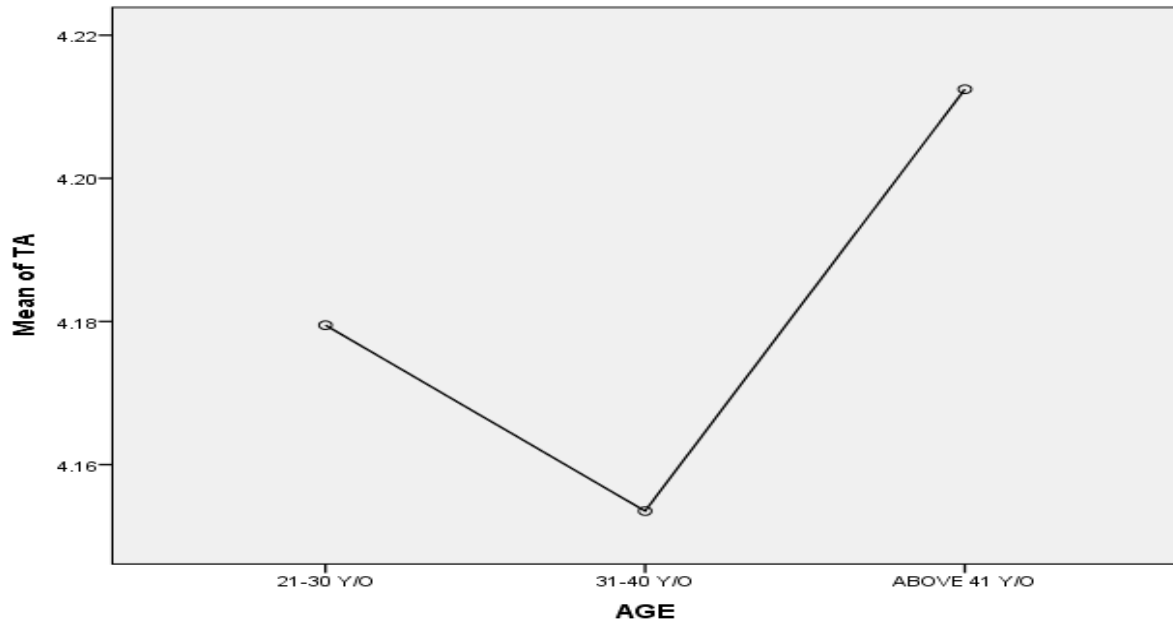
TA

Levene Statistic	df1	df2	Sig.
.277	2	177	.758

### ANOVA

TA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.144	2	.072	.141	.868
Within Groups	90.349	177	.510		
Total	90.494	179			



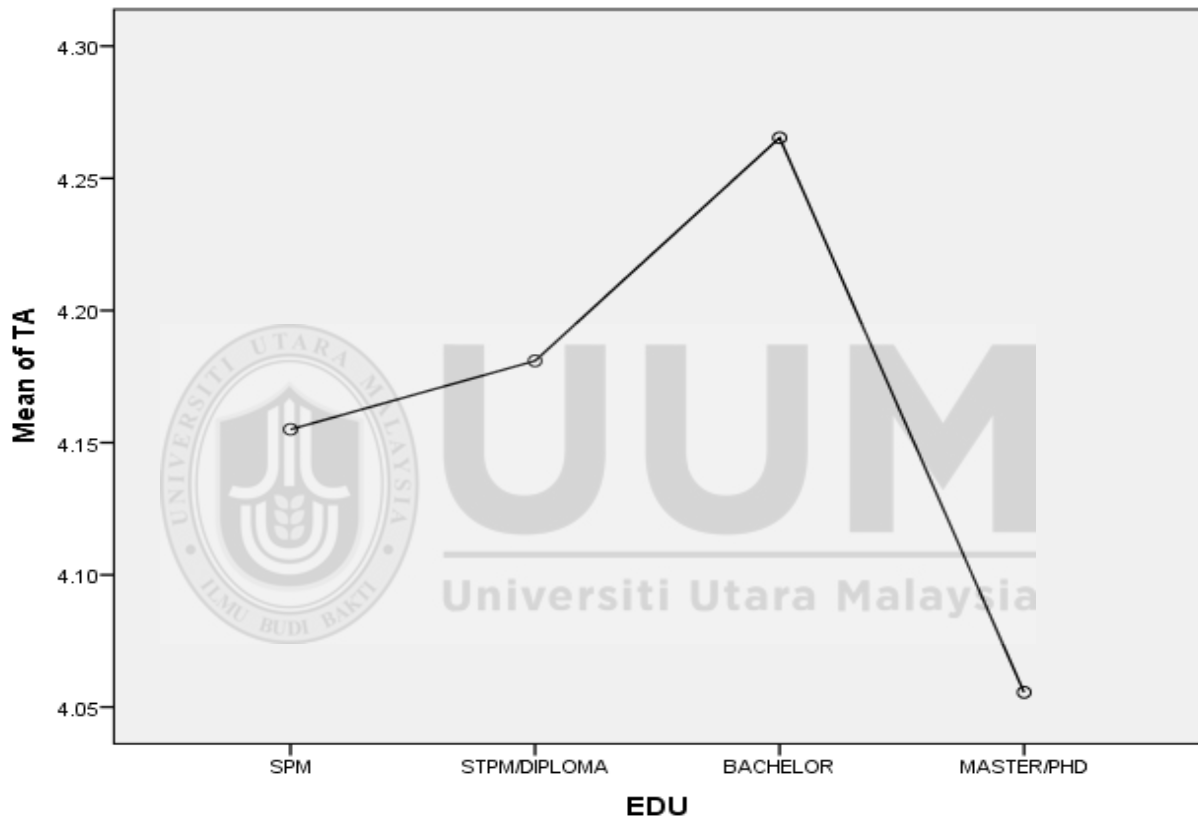
#### Descriptives

TA	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
SPM	43	4.1550	.71769	.10945	3.9342	4.3759
STPM/DIPLOMA	70	4.1810	.69200	.08271	4.0160	4.3460
BACHELOR	49	4.2653	.72642	.10377	4.0567	4.4740
MASTER/PHD	18	4.0556	.76055	.17926	3.6773	4.4338
Total	180	4.1852	.71102	.05300	4.0806	4.2898

# Test of Homogeneity of Variances

TA

Levene Statistic	df1	df2	Sig.
.421	3	176	.738



	N	Mean	Std. Deviation	Std. Error	Minimum	Maximum
SCHOOL MANAGEMENT	22	4.0455	.66901	.14263	3.00	5.00
ACADEMIC MANAGEMENT	21	4.3968	.52302	.11413	3.67	5.00
SPECIAL AND PRIVATE EDUCATION	17	3.9216	.89388	.21680	2.00	5.00
HUMAN DEVELOPMENT	17	4.5098	.59064	.14325	3.00	5.00
ISLAMIC EDUCATION	12	4.0278	.84636	.24432	2.00	5.00
ASSESSMENT AND EXAMINATION	24	4.0278	.67328	.13743	2.67	5.00
SERVICE MANAGEMENT AND DEVELOPMENT	51	4.2418	.73357	.10272	2.00	5.00
WARRANTY AND QUALITY INFORMATION	11	4.0606	.69631	.20995	3.00	5.00
MANAGEMENT AND ICT	1	4.6667	.	.	4.67	4.67
PSHYCOLOGY AND COUNSELING	4	4.5000	.57735	.28868	3.5813	5.4187
Total	180	4.1852	.71102	.05300	4.0806	4.2898

#### Test of Homogeneity of Variances

TA

Levene Statistic	df1	df2	Sig.
.770 <sup>a</sup>	8	170	.630

#### ANOVA

TA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.198	9	.689	1.389	.197
Within Groups	84.296	170	.496		
Total	90.494	179			

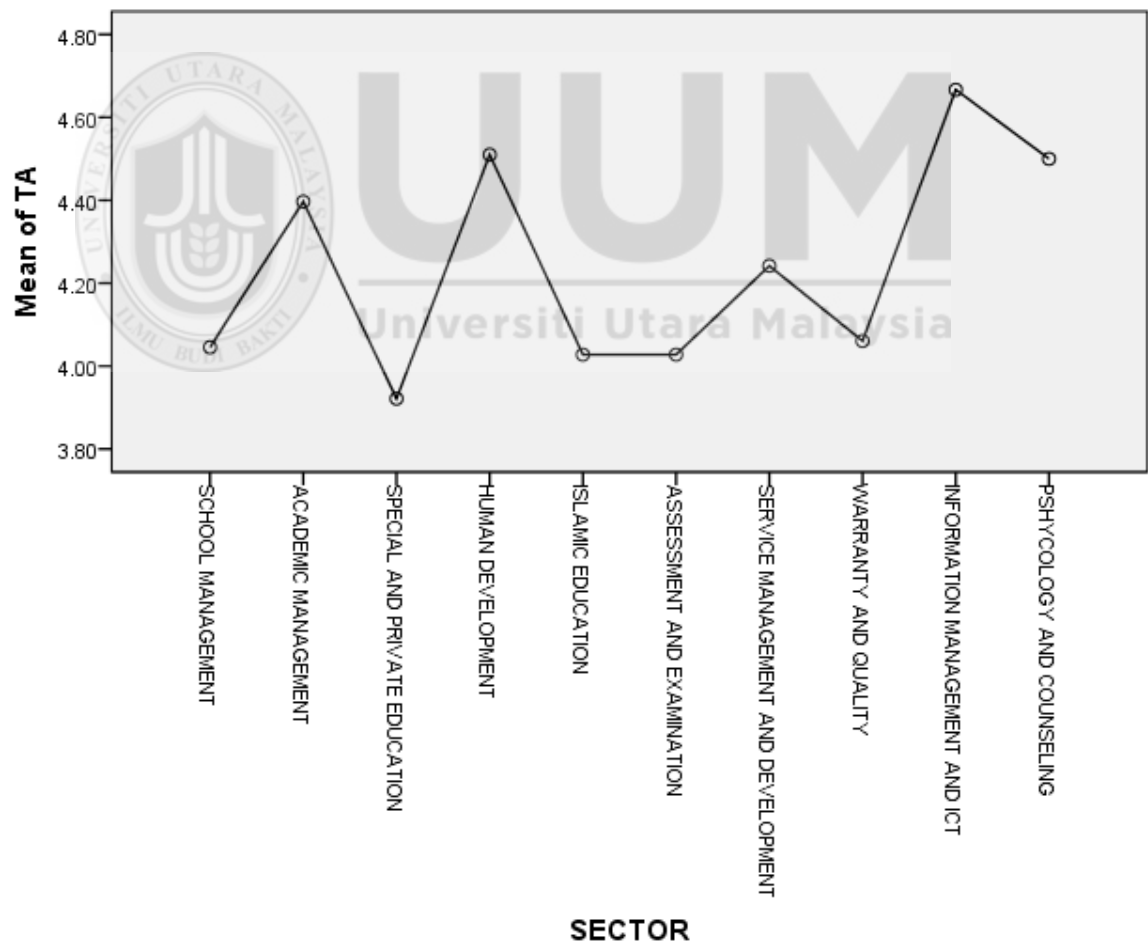
### Robust Tests of Equality of Means<sup>b</sup>

TA

	Statistic <sup>a</sup>	df1	df2	Sig.
Welch	.	.	.	.
Brown-Forsythe	.	.	.	.

a. Asymptotically F distributed.

b. Robust tests of equality of means cannot be performed for TA because at least one group has the sum of case weights less than or equal to 1.



## **APPENDIX H**



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## **CORRELATION**



**Correlations**

		TA	TB
TA	Pearson Correlation	1	.121
	Sig. (2-tailed)		.106
	N	180	180
TB	Pearson Correlation	.121	1
	Sig. (2-tailed)	.106	
	N	180	180

**Correlations**

		TA	TC
TA	Pearson Correlation	1	.155*
	Sig. (2-tailed)		.038
	N	180	180
TC	Pearson Correlation	.155*	1
	Sig. (2-tailed)	.038	
	N	180	180

\*. Correlation is significant at the 0.05 level (2-tailed).

**Correlations**

		TA	TD
TA	Pearson Correlation	1	.344**
	Sig. (2-tailed)		.000
	N	180	180
TD	Pearson Correlation	.344**	1
	Sig. (2-tailed)	.000	
	N	180	180

\*\* . Correlation is significant at the 0.01 level (2-tailed).

# **APPENDIX I**



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## **MULTIPLE REGRESSIONS**

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	TD, TB, TC <sup>b</sup>	.	Enter

a. Dependent Variable: TA

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.353 <sup>a</sup>	.125	.110	.67089

a. Predictors: (Constant), TD, TB, TC

b. Dependent Variable: TA

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.277	3	3.759	8.351	.000 <sup>b</sup>
	Residual	79.217	176	.450		
	Total	90.494	179			

a. Dependent Variable: TA

b. Predictors: (Constant), TD, TB, TC

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	TB	TC	TD
1	1	3.978	1.000	.00	.00	.00	.00
	2	.013	17.563	.06	.16	.69	.00
	3	.006	25.886	.53	.76	.05	.02
	4	.003	35.250	.41	.07	.27	.98

a. Dependent Variable: TA

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TA	180	2.00	5.00	4.1852	.71102
TB	180	3.22	6.65	4.4459	.48716
TC	180	2.40	5.00	3.6911	.53829
TD	180	3.11	4.78	4.1206	.37141
Valid N (listwise)	180				

### Casewise Diagnostics<sup>a</sup>

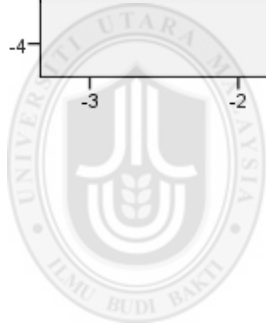
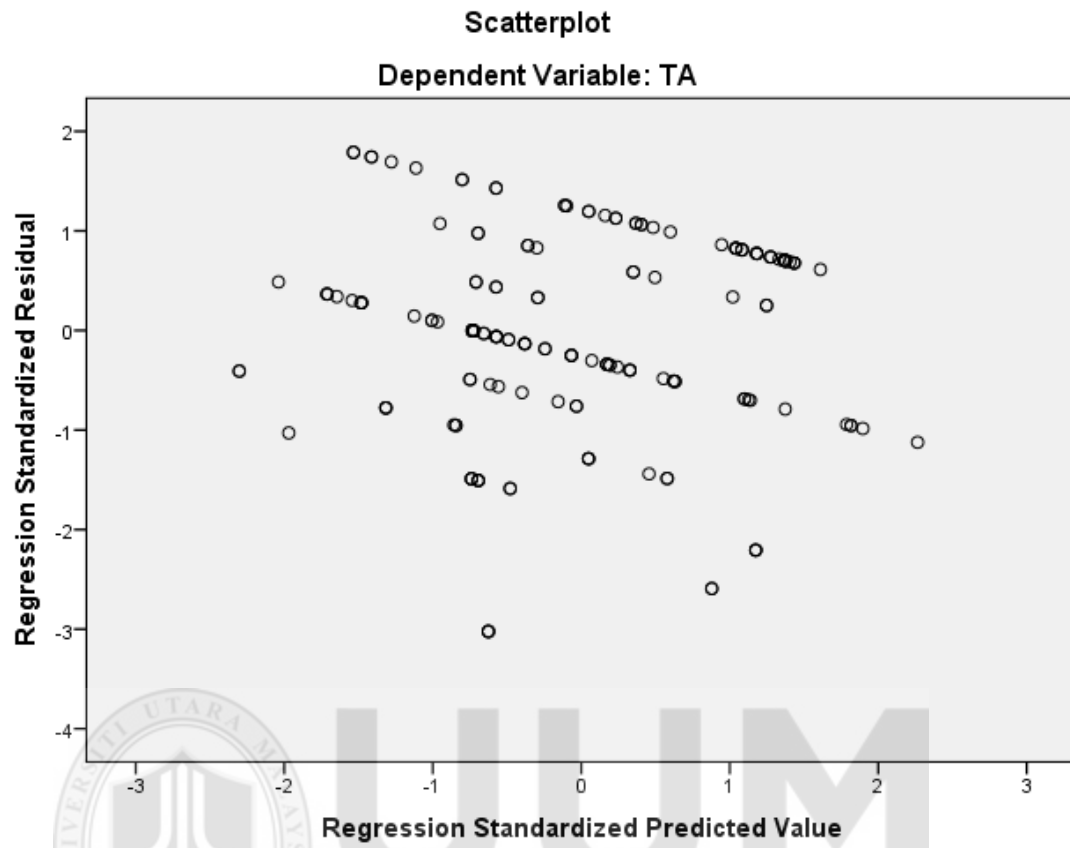
Case Number	Std. Residual	TA	Predicted Value	Residual
50	-3.023	2.00	4.0281	-2.02813
118	-3.023	2.00	4.0281	-2.02813
174	-3.023	2.00	4.0281	-2.02813

a. Dependent Variable: TA

### Residuals Statistics<sup>a</sup>

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.6072	4.7537	4.1852	.25100	180
Residual	-2.02813	1.19993	.00000	.66525	180
Std. Predicted Value	-2.303	2.265	.000	1.000	180
Std. Residual	-3.023	1.789	.000	.992	180

a. Dependent Variable: TA



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## **APPENDIX J**

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### **LIST NAME OF RESPONDENTS**



NO.	NAMA
1	Shairul Bazri Bin Abu Bakar
2	Kosim bin Ahmad
3	Haji Abdul Aziz Bin Yahya
4	Abd. Rahim bin Ahmad
5	Mohd Shafiq Bin Mohd Nasir
6	Mohd Shafiq Bin Mohd Nasir
7	Haji Abdul Aziz Bin Basri
8	Ahmad Shukri Bin Abd. Majid
9	Ismail Bin Hashim
10	Ghazali Bin Md Isa
11	Md Tajudin bin Haji Morad
12	Shahrul Amri Bin Salleh
13	Faridah Binti Omar
14	Najihah Bt Zakaria
15	Nor Aziyah Binti Azizan
16	Rusliah Binti Ibrahim
17	Habsah Binti Abdul Rahim
18	Rohaya Binti Bakar
19	Siti Farahniz Hanum Binti Bidin
20	Nurul Ashikin Bt Mat Zin
21	Azliza Binti Che Ali
22	Mazliyani Binti Mohamad
23	Mohd Salahuddin Bin Abd Wahid
24	Rosdi bin Mansor
25	Zadul Nutaalim Bin Ramli
26	Mat Shaari Bin Abu Hassan
27	Ahmad Shahir Bin Haji Abdullah
28	Soid Bin Mansor
29	Mohamad Amin bin Bakar
30	Masrol Hazli bin Ismail
31	Ku Zurisham Bin Ku Mahamad
32	Luthfi Bin Mohd Radzi
33	Ahmad Sharifuddin Bin Musa
34	Ropiah Binti Jaafar
35	Jamilah Bt Bahari
36	Noor Zahfiza Bt Ahmad Fuad
37	Siti Zaharah Bt Ishak

38	Harlina Bt Hussin
39	Kamilah Bt Mat Isa
40	Norrisham Bt Khazali
41	Zuraidah Bt Zabidi
42	Nor Zaidah Bt Ahmad
43	Rosiah binti Ramli
44	Abdullah Sani Bin Long
45	Salihin Bin Ibrahim
46	Izuan Bin Md Isa
47	Norayah Binti Yusoff
48	Nor Azah Binti Samat
49	Abdul Razak Bin Mat
50	Haji Amran Bin Abidin
51	Mohd Shukri Bin Saad
52	Haji Abdul Khalid Bin Ahmad
53	Basri Bin Kamaru Zaman
54	Mohamad Mahyudhi bin Ahmad
55	Mohd Shukri Bin Samsu
56	Zamri Bin Ahmad
57	Zuraidah Binti Zakaria
58	Rosiah binti Ramli
59	Zainal Annuar Bin Mohd Zain
60	Ramli Bin Yahaya
61	Abdul Rahim bin Mat
62	Haji Abdul Rahman bin Mansor
63	Haji Abdu Rashid bin Hussein
64	Mohamad Khamaruddin bin Md Noor
65	Zainol Abidin bin Azizan
66	Haji Dzulkifli bin Hassan
67	Ahmad Sabri Bin Haji Ahmad
68	Rahimi Bin Harun
69	Amran Bin Zakaria
70	Ariff Bin Ariffin
71	Suhaimi Bin Othman
72	Mohd Hafiz Bin Mohd Salleh
73	Mohd Anuar Bin Hassan
74	Shahbani bin Hashim
75	Noor Zariyati Binti Mohamad
76	Nor Hashirah binti Awang



77	Cik Zakiah binti Awang
78	Haji Mohammad Nor Azam Bin Ahmad
79	Haji Zulkifli Bin Ghozali
80	Haji Khairul Anwar Bin Mohamad Ali
81	Mohd Nasir Bin Abdullah
82	Ikhwan Bin Zainuddin
83	Mohamad Zamri Bin Mahmud
84	Alias Bin Yahya
85	Haji Abdul Somad Bin Abdullah
86	Mohd Yusri Bin Yusoff
87	Asri Bin Shafie
88	Ustazah Norani Binti Ismail
89	Solehah Binti Idris
90	Haji Turin bin Ahmad
91	Ahyat bin Abdul Khani
92	Azrol Nizar Bin Abd Karim
93	Ayub bin Muhammad
94	Abdullah bin Md. Taib
95	Zurayme Bin Abu Bakar
96	Samsulwadi bin Md Salleh
97	Johari Bin Md. Saad
98	Mohammad Fisol Bin Ariffin
99	Mohamad Mahzur Bin Megat Halim
100	Sabri Bin Osman
101	Mohd Azhar bin Abdullah
102	Hasnani binti Mohammad
103	Mohamad Shukri bin Osman
104	Ahyat bin Abdul Khani
105	Mohd Azran Bin Abd Wahab
106	Naziroh binti Wan Dolah
107	Siti Noormala binti Zakaria
108	Nurul Fiza binti Mohtar
109	Norhasniza bt Zainun
110	Norlela bt Kasim
111	Robiatul Adawiyah binti Azid
112	Hasniati bt Hashim
113	Farishah bt Saad
114	Hasmin bin Othman
115	Mohd Adli Shah Bin Jamaludin

116	Mahmud Shahrudin Bin Mustaffa
117	Rusman Bin Ramli
118	Mahamad Kamal Bin Ismail
119	Mohd Faisol Bin Abd Rahman
120	Idris Bin Mohd Lazim
121	Romzi Bin Ishak
122	Mohd. Shahril Bin Md. Zain
123	Azrulkhairy Bin Mohamad
124	Megat Ramli Bin Megat Puteh
125	Fandi Bin Shamsudin
126	Jamsari Bin Mohamad
127	Mohd Zaki Bin Shuib
128	Hasbullah Bin Chik
129	Ghazali Bin Hassan
130	Shafrol Faiz Bin Saubari
131	Mohamad Azrin Bin Ayob
132	Ibni Hajar Bin Saad
133	Nabil Bin Zakaria
134	Bakhori Bin Ahmad
135	Fauziah Binti Ayob
136	Isnirabia Binti Sarapil
137	Umikalsom Binti Mohammad
138	Noraziah Binti Ismail
139	Che Sabariah Binti Abdul Hamid
140	Siti Zawiah Binti Ishak
141	Norhaslina Binti Zakaria
142	Noorini Binti Hashim
143	Bazilah Binti Bahasim
144	Mas Lyyana Binti Md Bahrin
145	Fazlina Binti Yahaya
146	Salina Binti Salleh
147	Isnani Binti Ibrahim
148	Samihah Binti Mohamad Shawal
149	Azlina Binti Ahmad
150	Karbiza Binti Abdul Karim
151	Che Yang Binti Hashim
152	Karbiza Binti Abdul Karim
153	Wan Hafizah Binti Wan Abdullah
154	Khodijah Binti Ismail

155	Masriyah Binti Morad
156	Bazlina Binti Bakar
157	Noraini Binti Johari
158	Wan Rosmidar Binti Wan Ismail
159	Nurul Ain Binti Abdul Jalil
160	Noor Amina Binti Ahmad
161	Ku Zuraisma binti Ku Mat Ali
162	Siti Rokaayah Binti Asri
163	Nor Hidayah Binti Musa
164	Sharifah Aza Binti Syed Ali
165	Shahrudin bin Yahya
166	Muhamad Azman bin Azmi
167	Muhammad Izwan Affendi bin Yahya
168	Nik Azimah Binti Nik Ahmad
169	Noraini bin Md Sopian
170	Mohd Shukri Bin Yob@Abdul Aziz
171	Nor Hayati binti Misran
172	Nor 'Ashikin binti Saad
173	Badariah Binti Shafie
174	Rohana binti Mohamad Isa
175	Wan Mahani Binti Mahmood
176	Mohd Puzi Bin Yaacub
177	Haji Mohd Azit Bin Selamat
178	Mohamad Nazir Bin Abdul Rahman
179	Riza Bt Ibrahim
180	Nurul Khairiza Binti Abd Majit

